

Canadian Food Inspection Agency

2017-18

Departmental Plan

Approved:

The Honourable Jane Philpott, PC, MP
Minister of Health

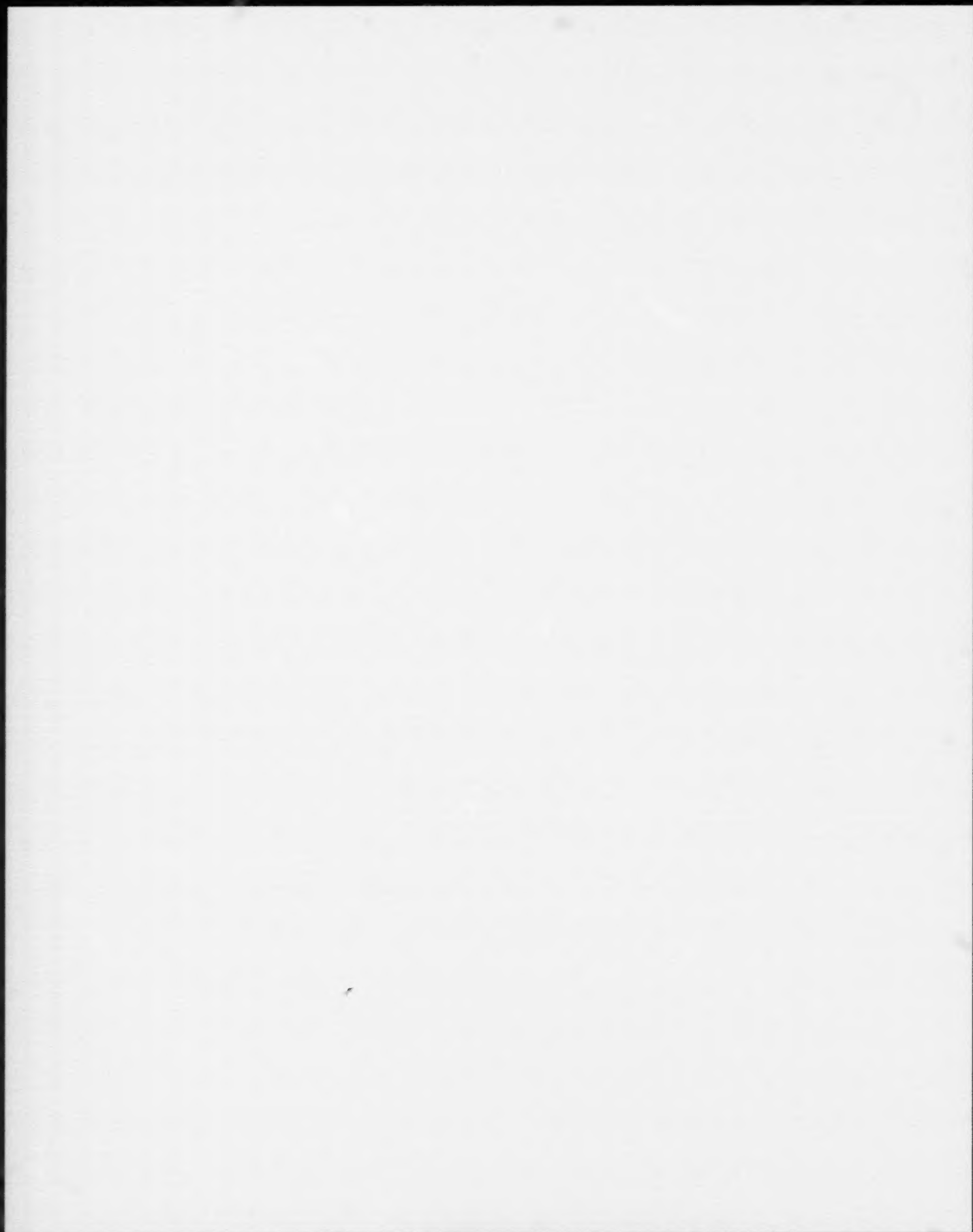
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Minister's Message

The Honourable Jane Philpott, PC, MP
Minister of Health

It is my pleasure to present to my colleagues in Parliament and to all Canadians the 2017-2018 Departmental Plan for the Canadian Food Inspection Agency (CFIA). Every day, the Government of Canada relies on the CFIA and its more than 6,000 employees to safeguard the health and well-being of Canadians. The CFIA does this by protecting plant and animal health, preventing food safety hazards, managing food safety investigations and recalls, and defending the marketplace from unfair practices.



Our 2017-18 Departmental Plan provides parliamentarians and Canadians with information on what we do and the results we plan to achieve during the upcoming year and beyond, to fulfill our mandate and the Government's priorities. To improve reporting to Canadians, we are introducing a new, simplified report to replace the old Reports on Plans and Priorities. The name of the report has been changed to reflect its purpose: to communicate our annual performance goals and the financial and human resources forecast needed to deliver those results. The report has also been restructured to tell a clearer, more straightforward and balanced story of the actual results we are trying to achieve while continuing to provide transparency on how taxpayers' dollars will be spent. We describe our programs and services for Canadians, our priorities for 2017-18, and how our work will fulfill our departmental mandate commitments and the government's priorities.

The CFIA is one of Canada's largest science-based regulatory agencies. The Agency works closely with its federal portfolio partners, Health Canada and the Public Health Agency of Canada, to adopt a modern, preventive approach to protecting the health of Canadians. This approach is based on managing risk, using science and technology to their best advantage, and reflecting international standards. This Departmental Plan describes the many initiatives that the CFIA will advance during the 2017-18 fiscal year to support this modern, preventive approach.

In addition, a key priority for the CFIA is to develop and enhance its client services. Through the CFIA's new approach — where being a regulator also means being a service provider — the Agency is using digital tools to provide stakeholders and clients with better service. The CFIA continues to invest in more effective tools and resources, written in plain language, to make it easier for industry to understand and comply with the rules. I am confident that the CFIA is meeting the complex challenges of its plant health, animal health, and food safety mandate. Thanks to the hard work and dedication of its staff, the Agency continues to contribute in a meaningful way to the health and prosperity of all Canadians.

The Honourable Jane Philpott, PC, MP
Minister of Health

Plans at a Glance

Every day, more than six thousand CFIA professionals work to support the government's goals to protect Canadians across the country and instill confidence in our food safety system and our plant, animal and food products and support market access for them. They help protect plant and animal health. They prevent food safety hazards and manage food safety investigations and recalls. They also promote and verify improved packaging and labelling to help consumers make better informed decisions.

The CFIA is committed to continuously improve its programs and activities in order to better meet the needs of consumers, industry and international trading partners. In 2017–18 the CFIA will continue to, modernize and consult with Canadians on new regulations or proposed amendments, update various programs and infrastructure, foster collaboration with national and international partners, and improve the services it delivers for Canadians.

To deliver on its commitments, the Agency seeks to achieve better results by placing a high priority on strengthening food safety, supporting market access, and enhancing service delivery. The Agency will track its progress towards these priorities and will report back to Canadians and Parliament through the Departmental Results.

The CFIA has an ambitious year ahead which includes the development of a new Departmental Results Framework and a number of consultations with Canadians which will help influence our agenda going forward. These initiatives will support our communication with Canadians about our core responsibilities and how we plan to measure our results starting in 2018–19. Highlighted below is a summary of our plans for 2017–18.

Strengthening Food Safety and Protecting Animal and Plant Health

The CFIA continues to enhance its rules, programs and partnerships to support the prevention of food safety and plant or animal health events and maintain confidence for Canadians in our food, plant and animal products and system.

In 2017–18, the CFIA expects to:

- Bring into force new and stronger food safety regulations by publishing the proposed Safe Food for Canadians regulations in Canada Gazette, Part II, after consultation with and feedback from Canadians through the Canada Gazette, Part I process. Under the proposed regulations food businesses would be required to have preventive controls in place to identify and manage food safety risks before products are sold to consumers. This would also reduce the time it takes to remove unsafe foods from the marketplace. Strong preventive systems, such as traceability and food safety controls, would boost the competitiveness of food businesses across the supply chain, from farm to retail, at home and on the world stage. These proposed regulations are just one way the CFIA is modernizing to better meet the needs of consumers and industry.

- Help regulated parties understand the updated regulatory requirements for food by preparing and distributing plain language guidance. The proposed Safe Food for Canadians Regulations (SFCR) would better protect Canadian families by putting a greater emphasis on preventing food safety risks for all foods imported into Canada or sold across provinces. The regulations would also apply to foods prepared for export.
- Improve food labels, based on consultation conducted in 2016–17, by preparing the instructions it needs for drafting new food labelling regulations in 2017–18, that will provide more detail and useful information for Canadians. This information will let Canadians make better informed purchasing decisions and will promote public health.
- Improve methods for sharing food safety data with partners by planning the technical infrastructure for the Canadian Food Safety Information Network. The CFIA is partnering with Health Canada, the Public Health Agency of Canada, and with interested provinces and territories in this initiative. The network will share urgently needed surveillance information and food safety data to help reduce food safety incidents in Canada and to safeguard the health of Canadians.
- Conduct surveillance activities and program updates in the Food Safety, Animal Health and Zoonotic and Plant Resource Protection programs that support strengthening food safety.
- Enhance requirements regarding feed, water and rest, and require improved record-keeping and training of commercial carriers by modernizing the animal transport regulations.
- Strengthen existing livestock identification traceability requirements in Canada to enable effective and timely disease control investigations by publishing amendments to the Traceability section of the Health of Animals Regulations in Canada Gazette, Part I.
- Ensure Canada is best positioned to safeguard its plant and animal resources by developing a national plant and animal health strategy in collaboration with federal, provincial and industry partners.

Supporting Market Access

Access to markets, both existing and new, is critical to Canada's economy. The CFIA will continue to safeguard Canada's animal and plant resource base and food safety system. The Agency will continue to support efforts to maintain and expand market access for Canadian plants, animals, food and their products.

In 2017–18 the CFIA will:

- Renew the existing arrangement on zoning with the United States Department of Agriculture, which is scheduled to expire in 2017. Trade restrictions resulting from an animal disease outbreak can have devastating economic effects. Zoning limits trade disruptions to the affected zone. This allows the rest of Canada to continue to

trade which has an impact on Canada's economy. In collaboration with the North American Virtual Animal Disease Modelling Centre, we will develop tools that will help to plan zoning.

- Continue to work with its international regulatory counterparts in likeminded countries and in emerging economies to actively promote the Canadian science-based regulatory system. The Agency will also negotiate to resolve scientific and technical issues and to support greater market access for the Canadian agriculture industry.
- Work with international partners on advancing Regulatory Cooperation Council and Beyond the Border initiatives.
- Redesign its grain export certification program to provide industry with more service choices, so as to expedite and improve the speed and efficiency of weed seed examinations. This will help with the timely export of Canadian grain.

Enhancing Service Delivery

CFIA continues to enhance service delivery as a regulator for its clients. Canadians look to the CFIA as a regulator to ensure our rules are followed but also to provide clients with effective tools to communicate with the CFIA, apply for services and understand what is included in a service.

In 2017–18 the CFIA intends to:

- Continue to make services more accessible online by rolling out new features for My CFIA – the new online point of access for clients. This tool will expand in 2017–18 and host electronic services that will allow clients to request licences and permissions online and track the status of their service requests in a secure environment. CFIA staff members who are involved in providing these services will begin using the electronic tool in their daily work, and clients will be able to access and retrieve their export certifications electronically.
- Provide straight forward access to consistent and easy to understand information by adding new sectors to the Ask CFIA service implemented in 2016–17. Ask CFIA provides regulated parties with one point of entry to ask questions that help them understand and comply with CFIA regulatory requirements. Increased regulatory understanding and compliance will provide Canadians with a safer and stronger food system, and plant and animal resource base.
- Conduct stakeholder consultations on a proposal to streamline and update the CFIA's cost recovery regime, including revised fees. The CFIA was created in 1997 and retained the cost recovery approaches of its parent organizations. These approaches are now out of date. The CFIA will engage stakeholder organizations across a range of sectors and commodities as part of these consultations.

For more information on the Canadian Food Inspection Agency's plans, priorities and the planned results, see the "Planned results" section of this report.



Raison d'être, mandate and role: who we are and what we do

Raison d'être

The Canadian Food Inspection Agency (CFIA) is one of Canada's largest science-based regulatory agencies. It has approximately 6,555 employees working across Canada in the National Capital Region and in four operational areas: Atlantic, Quebec, Ontario and Western.

The CFIA is dedicated to safeguarding food safety and animal and plant health, which enhances Canada's environment, economy, and the health and well-being of its residents.

Mandate and role

The CFIA develops program requirements and delivers inspections and other services in order to:

- prevent and manage food safety risks
- protect plant resources from regulated pests, diseases and invasive species
- prevent and manage animal and zoonotic diseases
- contribute to consumer protection
- contribute to market access for Canada's food, plants, animals and their products

The CFIA bases its activities on science, effective risk management, a commitment to service and efficiency, and collaboration with domestic and international organizations that share its objectives.

Responsibilities

The CFIA administers and enforces 13 federal statutes and 38 sets of regulations. These statutes and regulations support a sustainable plant and animal resource base and regulate the safety and quality of food sold in Canada. In November 2012, the Safe Food for Canadians Act received Royal Assent. This legislation, when fully in force, will provide the necessary legal framework for a more consistent approach to strengthening food inspection in Canada. The Safe Food for Canadians Act consolidates and will replace the following Acts: the Fish Inspection Act, the Canada Agricultural Products Act, the Meat Inspection Act, and the food provisions of the Consumer Packaging and Labelling Act.

The Agricultural Growth Act received Royal Assent on February 25, 2015, and most of its provisions have already come into force. The Agricultural Growth Act modernized and strengthened federal agriculture legislation, supports innovation in the Canadian agriculture industry and enhances global market opportunities for Canadians. The Agricultural Growth Act updated the following suite of Acts that the CFIA uses to regulate Canada's agriculture sector: Plant Breeders' Rights Act, Feeds Act, Fertilizers Act, Seeds Act, Health of Animals Act, Plant Protection Act, and the Agriculture and Agri-Food Administrative Monetary Penalties Act.

NEW AUTHORITIES

With the passage of the Safe Food for Canadians Act in 2012, which is not yet fully in force, and the Agricultural Growth Act in 2015, the CFIA has new authorities to address new challenges and issues, and respond to new pressures, trends and science.

New CFIA authorities include the following:

- modern inspection authorities so that inspectors have the right tools to do their job
- revised and strengthened offence provisions, with more up-to-date fines and penalties
- explicit authorization for export certification
- regulatory authority to require licensing and/or registration
- explicit authority to incorporate documents by reference
- regulatory authority to require preventive control plans and quality management plans from manufacturers
- document and record-keeping requirements

For more general information about the Agency, see the "Supplementary Information" section of this report.

Operating context: conditions affecting our work

The CFIA is responsible for food safety, animal health and plant health, as it relates to the health and well-being of Canadians, the environment and our economy. The Agency shares these responsibilities with various levels of government, industry and other stakeholders with whom it implements safety measures, manages risks, incidents and emergencies. We do this to maintain the safety of and confidence in Canada's high quality food, animal and plant products.

The CFIA actively works with international partners to develop international science-based standards and to promote the Canadian science-based regulatory system. We also negotiate with foreign trading partners to resolve scientific and technical issues related to food safety and animal and plant health. In this way, we contribute to market access for Canadian food, plants, animals and their products.

At the CFIA, decisions are based on timely, relevant science. Science informs policy development, program design and program delivery. We rely on foresight, advice, risk assessment, attention to international standards, research and development, and testing.

CFIA'S KEY FEDERAL PARTNERS

- Health Canada
- Agriculture and Agri-Food Canada
- Public Health Agency of Canada
- Canada Border Services Agency
- Canadian Grain Commission
- Public Safety Canada
- Fisheries and Oceans Canada
- Natural Resources Canada, including Canadian Forest Service
- Global Affairs Canada
- Environment and Climate Change Canada, including Canadian Wildlife Service

INTERNAL OPERATING ENVIRONMENT

Internal Influences

After many years of comprehensive planning, design and engagement, the CFIA will begin implementing a number of major change initiatives. 2016 was identified as a Year of Implementation where the CFIA of the future began to take shape. The CFIA will continue to streamline processes, advance science, and harness innovation to better serve Canadians. These initiatives will continue through to 2020 and beyond.

The following changes are at the heart of our business, how we inspect and regulate, how we provide service, how we design our programs and manage our resources.

- Safe Food for Canadians Regulations
- Electronic Service Delivery Platform
- My CFIA client service portal
- integrated Agency Inspection Model (iAIM)
- Client-centric service model and culture
- Integrated Risk Management
- Government of Canada new Policy on Results

Internally the CFIA's operating environment is shaped by ongoing Agency transformation. To keep up with a rapidly modernizing world, the CFIA will continue to improve its processes, advance our science, and harness innovation to better serve Canadians.

Externally, the CFIA's operating environment is influenced by a number of factors: the global economy, social and environmental changes, and advances in science and technology.

External Influences

The CFIA considers the external factors in its daily operations. Each factor has a different impact as described below.

Trade and Market Access

There has been a significant increase in volume, variety, and diversity of sources for trade. International trade has drastically changed the way we produce and distribute Canadian food, plants, animals and their products. This increase in volume, sources, diversity and distribution of supply requires greater CFIA oversight in several areas. The CFIA negotiates international rules, advocates for practices that reflect Canada's approaches, supports product safety, and expands or maintains market access for Canadian plant, animal and food products.

Increased Consumer Knowledge & Expectation

Consumers are more aware of diverse product offerings and the accessibility of these products. They also have higher expectations for product information and availability. To respond to these needs, the CFIA has been modernizing its regulations and processes and keeping pace with science and innovation.

Changing Environment

As a result of the changing environment, the potential for different invasive species to thrive could exist. The increase and diversity in trade is also an avenue for new pests to enter Canada. Invasive species, such as insects, plants and diseases that become established in areas which are new to them can be harmful to the environment, economy and the health of plants, animals and humans. The CFIA will continue to improve its detection and control measures to mitigate the impact of these pests on our resources.

Biotechnology and Genomics

Scientific and technological advances, such as biotechnology, genomics and nanotechnology, are leading to new and innovative tools. These tools can help the CFIA build on its strong capacity to anticipate, respond to and mitigate food safety, animal and plant health risks and emergencies. Genomics technologies can significantly reduce the time and costs associated with the detection, isolation, identification and characterization of pests and pathogens. The CFIA will continue to increase its genomics capacity and capabilities for a proactive risk response.

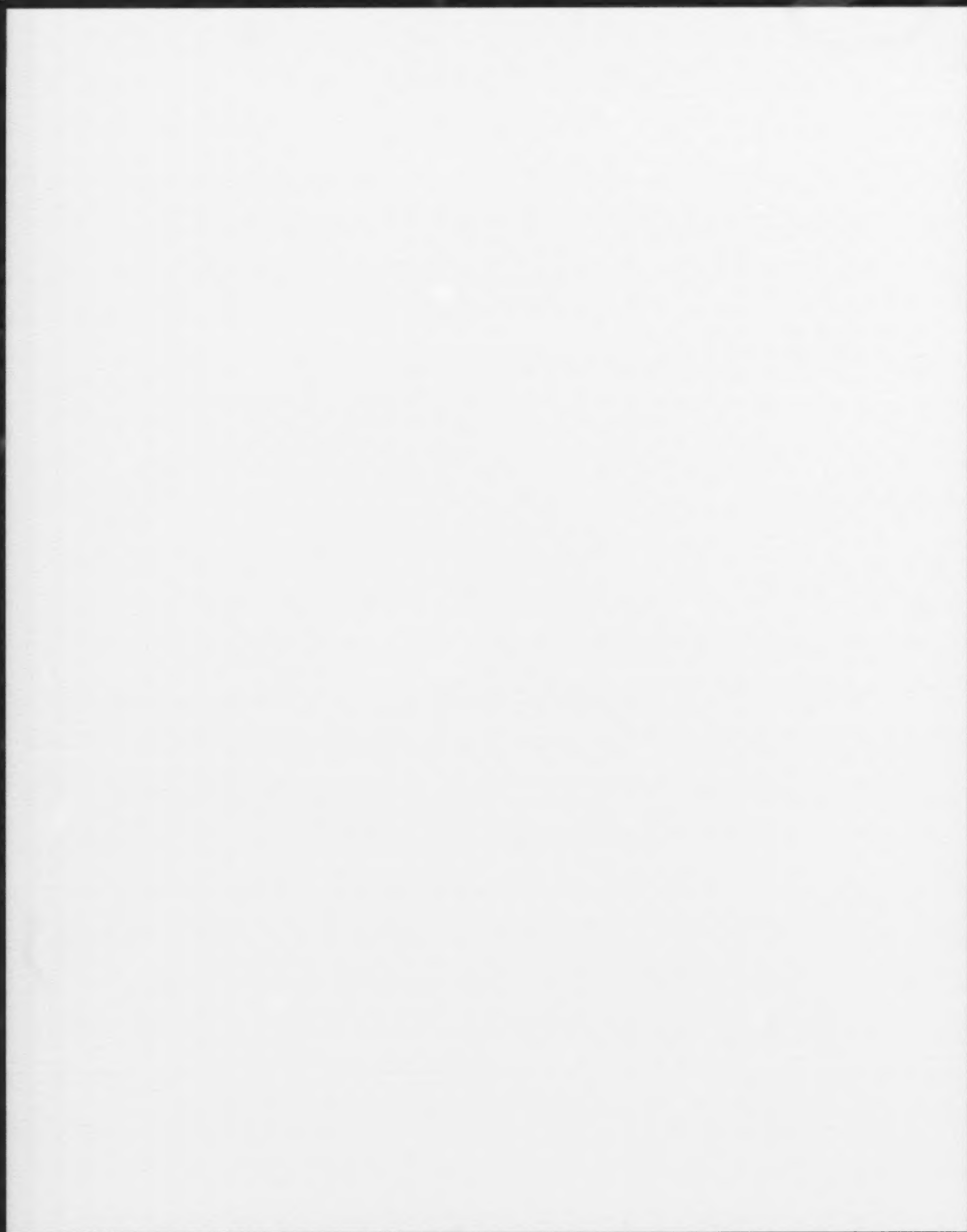
Policy and Technology Alignment

Advances in technology result in new ways of producing and distributing agricultural products. We strive to align our food safety, animal health, and plant resource protection policies and regulations with the prevailing technology to ensure they are more effective. The CFIA will continue to modernize its policies, processes and regulations to ensure they are up-to-date, efficient and in alignment with current technology.

EXTERNAL OPERATING ENVIRONMENT

External Influences

- Trade and Market Access
- Increased Consumer Knowledge & Expectation
- Changing Physical Environment
- Biotechnology and Genomics
- Policy and Technology Alignment



Key risks: things that could affect our ability to achieve our plans and results

Safe food and a prosperous economy for Canadians depend on the CFIA's ability to identify and manage risks to the food supply and to the plant and animal resource base.

The CFIA has always used risk assessment to support decision making. While the Agency plays a regulatory role in managing the many risks related to the food supply and the plant and animal resource base, there are also a number of partners and stakeholders who contribute to managing these risks. These partners include but are not limited to the following:

- all levels of government (federal/provincial/territorial)
- industry (for increased focus on prevention)
- foreign governments (for reopening of export markets)
- academia (for science and research) and
- consumers.

Creating and maintaining active partnerships to support prevention and protection activities for our food safety and plant and animal health programs will help reduce the overall threat of risks and lessen their impacts. The CFIA is currently involved in a number of partnership initiatives which will support prevention, reduce risks and advance the Agency towards its long term vision.

The Agency has explored improving its capabilities to manage risk and use resources most effectively by experimenting with new risk intelligence tools. The CFIA integrates risk information in its planning and operations in order to reduce risk in delivering its mandate, and to improve how it mobilizes resources in response to new threats.

The CFIA uses various measures to reduce risks to the health of Canadians, Canadian businesses, and the environment. To improve on planning and decision-making, the Agency has developed a comparative risk model that provides information on where it can most effectively reduce risk. Using the model, the CFIA can allocate resources across its different business lines, based on the gravity of the risk. The model was designed in 2015–16 and improved in 2016–17. The CFIA will publish a policy paper on this work in 2017–18.

RISK BASED INSPECTION

The Agency is improving the way in which it performs inspections in order to be responsive and flexible in a constantly shifting global landscape.

The primary role of an inspector has always been to verify industry's compliance with the requirements of legislation. Risk-based approaches enable inspectors to target activities and areas of greatest risk, not just the end-product or lot by lot inspections.

The CFIA will conduct a baseline analysis in 2017–18 using the results of the risk model. This analysis will also be used in making recommendations for investment and the alignment of resources to risk control measures that the Agency uses. The Agency is also developing a test database that it will use for external peer review and to explore ways to use the data and model to gain new risk insights.

The CFIA also continues to implement its two-year strategy of the establishment risk assessment model. When fully implemented, this model will help us allocate resources for annual inspection plans.

These models, used with new risk intelligence tools, support the Government's commitment to evidence-based decision making and transparency. We will use the information we gain from them to better plan inspections and surveillance decision making. This will help the Agency to deliver best value for public dollars spent.

In 2017–18 we expect to renew the Corporate Risk Profile, which was last fully renewed in 2012, with a refresh of the annex in 2014.

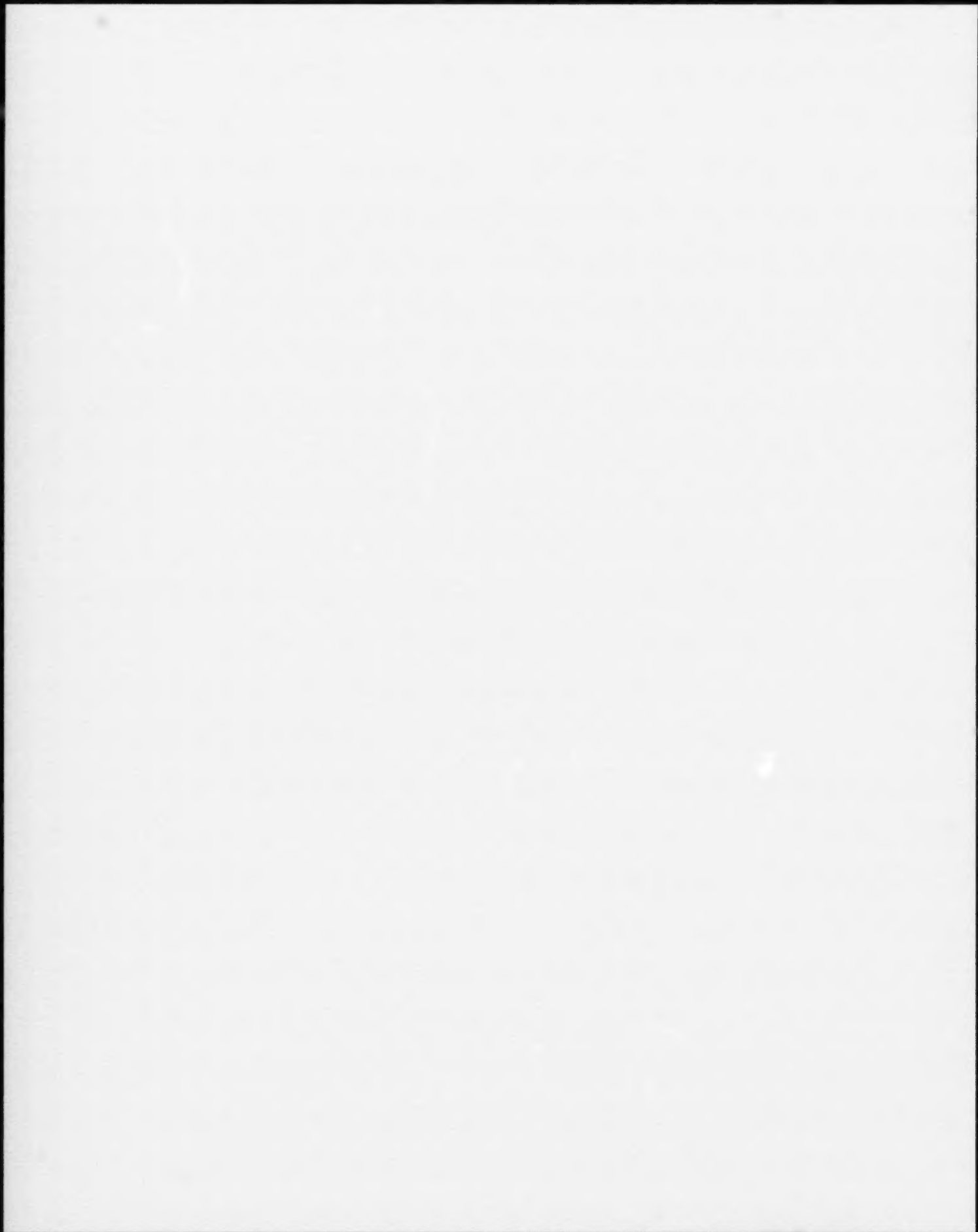
The CFIA will focus on three key risks in 2017–18 in line with those identified in the current Corporate Risk Profile. As outlined in the Operating Context section, external factors influence these risks, including factors such as the global economy, social and environmental changes and advances in science and technology. An internal influence, Agency transformation, will continue to modernize our processes, advance our science, and harness innovation to better serve Canadians and help us keep pace with the constantly advancing modern world.

For each risk, plans have been put in place to mitigate the likelihood and/or impact of the risk. Risks to the Agency's ability to deliver its mandate should decrease, to varying degrees, based on the proposed strategies to respond to risk.

Risks	Risk response strategy	Link to the department's Programs	Link to government-wide and departmental priorities
Managing Change The ability to effectively manage change on an ongoing basis. The global evolution of economic, social and environmental factors influence the regulatory and business environment within which the Agency operates. The Agency must continuously innovate to operate efficiently, while maintaining or increasing how well it does business and fulfills its mandate.	• Business planning ◦ Renew Long-Term Strategic Plan ◦ Implement Integrated Risk Management Framework, including the policy and guide, and adopt the Program Management Framework ◦ Renew Corporate Risk Profile ◦ Continue to implement Business Architecture ◦ Develop and implement the Departmental Results Framework to replace the Program Alignment Architecture • Optimizing performance ◦ Optimize the workplace ◦ Modernize analytics • Service excellence ◦ Develop service model ◦ Implement “Ask CFIA” ◦ Implement automated guidance document management ◦ Improve staffing mechanisms and employee support	P1.1 Food Safety program P1.2 Animal Health and Zoonotics Program P1.3 Plant Resources Program	Government priority: A Safer and Stronger Canada at Home and in the World Government priority: Open and Transparent Government

Risks	Risk response strategy	Link to the department's Programs	Link to government-wide and departmental priorities
Emergency Management The ability to prevent and/or respond to multiple simultaneous or large-scale emergencies. The CFIA has a well-planned emergency preparedness and response capacity. However, threat environments continue to evolve. This requires us to regularly update plans and responses and to find efficiencies to ensure that the Agency can maintain essential business functions during emergencies.	• Implement the Food Import Strategy • Deliver the Federal-Provincial-Territorial Emergency Management Framework • Implement the Prevention and Modernization Strategy for plant and animal health • Maintain and monitor current emergency management preparedness and response mitigation strategies.	P1.1 Food Safety program P1.2 Animal Health and Zoonotics Program P1.3 Plant Resources Program	Government priority: A Safer and Stronger Canada at Home and in the World

Risks	Risk response strategy	Link to the department's Programs	Link to government-wide and departmental priorities
Scientific Capability The ability to have the scientific capability to adapt and respond in a timely manner. Advancements in science and technology have increased the complexity of the commodities the Agency regulates. Additionally, there is growing international consensus around the need for the following: common scientific equipment, the use of modern technologies, such as genomics, and common approaches to support industry oversight and the global agri-food trade. The Agency is expected to maintain modern laboratory facilities that reflect these advancements in regulated products and international requirements.	• Increase focus on prevention through building scientific capacity and partnerships to support decision making, such as ◦ Pathogen reduction standards in poultry establishments ◦ Canadian Food Safety Information Network (CFSIN) implementation ◦ Regulatory Modernization • Increase engagement with international partners to share scientific expertise ◦ Continue to implement Regulatory Cooperation Council and Beyond the Border • Implement the Animal Health Modernization Initiative to achieve the following benefits: ◦ Traceability ◦ Export Certification Audit ◦ Cross-Border Biosecurity • Continue to strengthen science capacity through the following: ◦ Food Safety Risk Intelligence Framework ◦ Laboratory Network Strategy ◦ Federal Science & Technology Infrastructure Strategy and Action Plan ◦ Surveillance initiatives ◦ Open science ◦ Genomics Strategy to enhance CFIA's genomics capacity and capabilities for proactive risk response	P1.1 Food Safety program P1.2 Animal Health and Zoonotics Program P1.3 Plant Resources Program	Government priority: A Safer and Stronger Canada at Home and in the World Government priority: Inclusive and Sustainable Economic Growth



Planned results: what we want to achieve this year and beyond

This section describes what we plan to achieve in our four main programs: the Food Safety Program, the Animal Health and Zoonotic Program, the Plant Resources Program, and International Collaboration and Technical Agreements.

Program 1.1: Food Safety Program

Description

The Food Safety Program aims to mitigate risks to public health associated with diseases and other health hazards in the food supply system and to manage food safety emergencies and incidents. The program achieves its objectives by promoting food safety awareness through public engagement and verification of compliance by industry with standards and science-based regulations. The program delivers initiatives to verify that consumers receive food safety and nutrition information and to mitigate unfair market practices targeting consumers and industry. Collaboration with other governments and stakeholders further enhances the Agency's ability to track, detect and mitigate risks associated with food and the food supply system, including food-borne illness. This program supports public health and instils confidence in Canada's food system.

Planning Highlights

Regulatory Modernization and Program Redesign

The CFIA plans to modernize regulations and redesign some parts of the Food Safety Program. The sections that follow provide more detail on these changes.

Safe Food for Canadians Act and Regulations

The CFIA is committed to food safety oversight for Canadian families, and this is reflected in the Safe Food for Canadians Act and its regulations. Once fully in force, this legislation would achieve these goals:

- Improve food safety oversight to better protect consumers through:
 - tougher prohibitions, penalties and fines for activities that put health and safety at risk
 - better control over imports
 - a more consistent inspection approach across all food commodities
 - strengthened traceability for food

SAFE FOOD FOR CANADIANS ACT

The Safe Food for Canadians Act (SFCA) will provide one suite of authorities with updated and simplified language and modernized inspection powers. The legislation provides more explicit authority for inspectors.

- Enhance international market opportunities for the Canadian food industry by providing authority to certify any food commodity for export
- Provide for licensing of importers to ensure a consistent approach for all food commodities

We have consulted and continue to consult Canadians on the Safe Food for Canadians Regulations. Depending on the amount and complexity of feedback we receive from Canadians after its publication in the Canada Gazette, Part I, the final publication of the regulations and coming-into-force date for this Act could be as early as 2017–18.

The CFIA is proposing a staged implementation of the legislation over a three year period following its final publication in Canada Gazette, Part II.

In 2017–18, we will make regulatory guidance materials available to Canadian stakeholders to help them understand the proposed regulatory requirements for food. These materials will be in plain language to meet the different needs of a broad and varied audience. We anticipate that the materials will be released incrementally, beginning with Canada Gazette I.

The objectives of Canada Gazette, Part I, comment period will be to assist industry and other stakeholders to better understand the proposed regulatory requirements. This will help them to provide informed comments and feedback that will be taken into consideration for final publication in Canada Gazette, Part II. Industry and other stakeholders will also have early awareness of the impact the proposed new requirements will have on their businesses. It will also reassure that assistance and resources are available to support them in the future.

We will prepare updated operational guidance documents for the food sector as part of the Integrated Agency Inspection Model implementation. This is an important first step towards being ready to implement the Safe Food for Canadians Act. We are preparing a draft training module about the Safe Food for Canadians Act for delivery in 2017–18.

Food Labelling Modernization

Canadians are looking for more diverse and innovative food choices. They are increasingly aware and knowledgeable about labels on products. Consumers expect improved transparency and accountability. The food industry continues to be innovative and adaptable in response to market drivers and global trends. The objective of the Food Labelling Modernization initiative is to meet the needs of Canadians by developing a more modern food labelling system. This system includes improved labels with more useful information to Canadians, tools for building consumer awareness and promoting compliance. The system empowers consumers to play a more active role in the marketplace.

During 2015–16, CFIA completed Phase II of its engagement activities with stakeholders on options to modernize food labelling. More than 1,600 Canadians participated.

Based on the feedback provided, in 2017-18, the CFIA will prepare instructions, in collaboration with Health Canada, for drafting new labelling provisions. These labelling provisions will be included in the Safe Food for Canadians Regulations and in new or revised labelling provisions in the Food and Drug Regulations.

We will integrate the Food Compositional Standards and Standard Container Sizes into the Food Labelling Modernization initiative. In 2017-18, the CFIA will work closely with Health Canada to align and coordinate engagement activities, proposals, consultations, and coming-into-force dates for these additional proposed regulatory changes.

FOOD LABELLING

Food labelling provides consumers with important information that helps them make informed decisions about the food they purchase for themselves and their families. This includes:

- what the food is and how much you are buying
- nutrition information, ingredient lists and allergen declarations
- other characteristics such as organic and local.

Modernized Slaughter Inspection Program in Federal Slaughter Establishments

The CFIA continues to implement its Modernized Slaughter Inspection Program in federal slaughter establishments. The purpose of the Modernized Slaughter Inspection Program is to improve food safety through a consistent application of policy in all slaughter houses. The program is risk based, efficient, and is recognized by our trading partners. As it is recognized by our trading partners, it will benefit the Canadian economy by helping to support market access. In 2017-18, the CFIA will work closely with the United States Food Safety and Inspection Service (FSIS) to improve the alignment of the two countries' meat inspection systems. The CFIA will also continue an international comparison of meat inspection systems to assist in improving access to international trade for Canadian meat.

Establishment-Based Risk Assessment Model

The Establishment-Based Risk Assessment Model is a proactive, science-based and risk-based tool. Its purpose is to help the CFIA detect and act upon potential emerging trends that may jeopardize food safety. The model will provide a more consistent, predictable, and transparent assessment process for industry. It will provide industry with feedback on their risks, which would assist them to improve and strengthen their food safety practices, which would in turn increase confidence in Canada's food safety system.

When fully operational, the Establishment Risk Assessment Model will evaluate food establishments based on the level of risk they represent to consumers. The model will help the CFIA use greater precision in the way it designs its programs and work plans and help the CFIA to prioritize its oversight activities and to allocate its resources.

In 2017-18, CFIA expects to implement the Establishment-Based Risk Assessment Model for most commodities in the food sector. The model will also be adapted for importers.

Surveillance

Biosurveillance is a process of gathering, integrating, interpreting, and communicating essential information that might relate to disease activity and threats to human, animal, or plant health. Biosurveillance capabilities across Canada and the world play a key role in arming the CFIA with the tools and expertise required to take decisive and pre-emptive action to respond to animal disease threats, animal health, human health and the security of the food supply. A number of collaborative networks provide early warning surveillance to strengthen our ability to anticipate, detect and respond to animal disease threats. Examples of these networks include the Canadian Animal Health Surveillance Network, Canadian Food Safety Information Network and the Community for Emerging and Zoonotic Disease Integrated Intelligence and Response. The CFIA is taking an integrated approach to make use of multiple data repositories to ensure that complete, robust datasets are available for trending and analysis. The CFIA is leading the development of a risk intelligence framework to facilitate the conversion of risk information into risk-based intelligence that will enhance a One Agency decision making at the CFIA.

Collaboration and Partnerships

Canadian Food Safety Information Network

The CFIA is partnering with Health Canada, the Public Health Agency of Canada, and with interested provinces and territories in the Canadian Food Safety Information Network initiative. This network seeks to strengthen our ability to anticipate, detect and respond to food hazards by enabling laboratories to share urgently needed surveillance information and food safety data. This sharing of information helps reduce food safety incidents in Canada and safeguards the health of Canadians. The CFIA anticipates signing data-sharing arrangements with more provinces in 2017–18, which will increase the database available.

In 2017–18, the CFIA will continue to build on the collaborative network and plan the technical infrastructure required to share food safety data with its partners. The Canadian Food Safety Information Network will use the Public Health Agency of Canada's existing web-based platform. The CFIA will integrate multiple data storage systems to ensure that complete, robust data sets are available for trending and analysis.

Foreign Food Safety Systems Recognition

Canada currently uses a range of tools and approaches to control imports. These are based on Canada's legislative and regulatory framework. The tools and approaches assign inspection resources to check for compliance with requirements, in line with international rights and obligations. As the CFIA modernizes its food safety regulatory system, it has an opportunity to make greater use of tools that could optimize its risk management activities for imports.

The CFIA will continue to work with the United States to align regulatory approaches. This will result in improved Canada-United States trade, while maintaining high standards

for food safety. The objective for 2017–18 is to develop a work plan, under the Regulatory Cooperation Council, and to review how the two countries are implementing the existing Food Safety Systems recognition agreements.

Increasing Safety in Imported Foods

Through Federal Budget 2016, the CFIA received funds to increase our ability to collaborate with foreign authorities. Together we share best practices and information on food safety standards and practices, with an overall goal of improving the safety of imported food.

The objective of this initiative is to improve the safety of food imports into the Canadian market. We do this by identifying unsafe or non-compliant imported food products in the country of origin or export before the products arrive in Canada.

This initiative includes three different types of activities:

- targeted verification activities of foreign establishments to address perceived or known food safety risks
- enhanced assessments of a foreign country's national food control systems, such as regulatory framework, inspection resources and oversight across food commodities
- technical assistance to countries of origin to proactively address non-compliance of imported food products before the products arrive in Canada

For 2017–18, the targeted countries and activities are:

- China, India and Turkey for the assessment of their national food control systems
- China, India, Thailand and Central America for technical assistance in order to address non-compliance of imported food products.

Innovation and Experimentation

Ask CFIA

In 2016–17, the CFIA implemented a new service called 'Ask CFIA'. This service was established in response to needs identified by stakeholders, namely the need for straightforward access to consistent and easy to understand information and the desire for access to technical expertise in the Agency. Ask CFIA provides regulated parties with one point of entry to ask questions to help them understand and comply with CFIA regulatory requirements. Increased regulatory understanding and compliance will provide Canadians with a safer and stronger food system, and plant and animal resource base. Ask CFIA was initially made available to the following sectors: dairy, fish and seafood, fresh and processed fruits and vegetables, maple products, honey and egg and egg products. Additional sectors will be phased in until all CFIA regulated sectors are included. The Agency will continue to test and refine our internal processes and plans to evaluate the performance of the Ask CFIA service. The resources associated with this CFIA initiative are \$1.3 million.

Proactive Offshore Preventative Activities

The CFIA is increasing its proactive offshore preventative activities to assist trading partners in complying with Canada's import food regulations. In this approach, compliance is verified at exporting countries' establishments through assessing manufacturing practices and/or inspection systems. This is a change from verifying compliance with import requirements at the Canadian port of entry.

In 2017–18, the CFIA will focus on proactive offshore activities in three areas:

- technical assistance – sharing best practices and clarifying import requirements to the export community; and providing technical interpretations (resource profile: \$1.02 million in 2017–18)
- foreign establishment verifications – verifying that an exporting establishment is meeting the relevant Canadian import requirements to address an identified area with issues. (resource profile: \$3.39 million in 2017–18)
- foreign systems assessments – an enhanced assessment of a foreign countries' national food safety control system. (resource profile: \$1.27 million in 2017–18)

The CFIA will work directly with the foreign food safety competent authority to foster understanding of, and compliance with, Canadian import requirements.

Canada will continue to implement import controls at the Canadian port of entry; however, these controls will now be supported by offshore preventative activities. This is a shift away from reacting to food safety risks to preventing them at source.

The long term performance of these offshore measures will be a reduction in the number, and scope, of imported products that are determined to be non-compliant with Canada's food import requirements. Short term progress will be measured by an increase in the number of activities conducted in the three areas of activity stated above.

Supporting information on lower-level programs is available on the [Canadian Food Inspection Agency's website](#)¹.

Planned Results

Evaluations that Affect Our Plans for Achieving Planned Results

Fresh Fruit and Vegetables Program

The Fresh Fruit and Vegetables Program was evaluated on its relevance and performance with respect to food safety and food quality goals during the period of 2008–13.

The finding was that the Agency needed to focus on grading (quality) and assistance to industry. The finding confirmed that a proactive and preventive approach to food safety, focussing on whole supply chain, instead of targeting specific commodities, was necessary.

As part of the CFIA's modernization agenda, each regulation applicable to Fresh Fruit and Vegetables was reviewed. As a result of the review and Fresh Fruit and Vegetable evaluation, the Agency is modernizing its Food Safety Regulations and a Fresh Fruit and Vegetables performance measurement strategy is being developed.

The following tables show our planned results for the Food Safety Program.

Expected Result	Performance Indicators	Target	Date to Achieve Target	Actual Results		
				2013-14	2014-15	2015-16
Risks to the Canadian public associated with the food supply system are mitigated	Number of commodity areas where inspected federally-registered establishments meet established compliance targets	6 out of 6	31 March 2018	5 out of 6	5 out of 6	5 out of 6
	Meat and Poultry	98%	31 March 2018	98%	97.7%	95.60%
	Egg	98%	31 March 2018	97%	97%	96.22%
	Dairy	98%	31 March 2018	96%	98%	99.00%
	Fish and Seafood	98%	31 March 2018	99%	98.7%	98.11%
	Fresh Fruits and Vegetables	98%	31 March 2018	97%	90.9%	98.85%
	Processed Products	98%	31 March 2018	98%	96.8%	97.77%
	Percentage of Public Warnings for Class I ¹ food recalls that are issued within 24 hours of a recall decision	100%	31 March 2018	100%	99.6%	95.03%
	Percentage of Public Warnings for Class II ² food recalls that are issued within 24 hours of a recall decision	95%	31 March 2018	95%	100%	100%

1 Class I — represents a situation in which there is a reasonable probability that the consumption or exposure to a food will lead to adverse health consequences which are serious or life-threatening, or that the probability of a foodborne outbreak situation is considered high.

2 Class II represents a situation in which there is a reasonable probability that the consumption or exposure to a food will lead to temporary or non-life threatening health consequences or that the probability of serious adverse consequences is considered remote.

Expected Result	Performance Indicators	Target	Date to Achieve Target	Actual Results		
				2013-14	2014-15	2015-16
Domestic and imported food products are compliant with Canadian regulations and international agreements	Number of commodity areas where tested domestic food products meet established compliance targets	6 out of 6	31 March 2018	6 out of 6	6 out of 6	6 out of 6
	Meat and Poultry	95%	31 March 2018	95%	97.7%	97.32%
	Egg	95%	31 March 2018	97%	98.7%	99.00%
	Dairy	95%	31 March 2018	99%	96.1%	97.94%
	Fish and Seafood	95%	31 March 2018	98%	97.6%	97.61%
	Fresh Fruits and Vegetables	95%	31 March 2018	99%	98.8%	98.95%
	Processed Products	95%	31 March 2018	98%	98.1%	98.12%
	Number of commodity areas where tested imported food products meet established compliance targets	6 out of 6	31 March 2018	5 out of 6	4 out of 6	4 out of 6
	Meat and Poultry	95%	31 March 2018	98%	99.6%	98.62%
	Egg	95%	31 March 2018	99%	98.9%	99.53%
	Dairy	95%	31 March 2018	98%	90.6%	88.54%
	Fish and Seafood	95%	31 March 2018	85%	89%	87.89%
	Fresh Fruits and Vegetables	95%	31 March 2018	97%	96.8%	96.83%
	Processed Products	95%	31 March 2018	95%	96.2%	96.98%

CFIA performance targets are set to be achieved on a long term basis in support of the expected results. The CFIA monitors progress to achieve the targets and adjusts as appropriate.

For details on past performance and lessons learned for the Food Safety Program indicators that did not meet their target, please refer to the relevant section in past Departmental Performance Reports:

- [2013–14 Departmental Performance Report](#)ⁱⁱ
- [2014–15 Departmental Performance Report](#)ⁱⁱⁱ
- [2015–16 Departmental Performance Report](#)^{iv}

As the CFIA is developing a new Departmental Results Framework for implementation in 2018–19 the associated expected results and targets will be aligned with the new framework.

The following tables present the CFIA's Planned Spending and full-time equivalents, as approved by Treasury Board, for 2017–18 through to 2019–20. This excludes funding extensions for initiatives that are scheduled to sunset.

Budgetary financial resources (dollars)^v

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
348,722,065	349,600,493	302,688,731	292,616,400

Human resources (full-time equivalents)^v

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
2,890	2,732	2,627

The Planned Spending for the Food Safety Program decreases by \$57.0 million and 263 full-time equivalents from 2017–18 to 2019–20. This spending decrease is primarily related to the sunsetting of the following initiatives and programmes in 2017–18: the Federal Infrastructure Initiative, the Budget 2016 improving food safety for Canadians initiative, the Electronic Service Delivery Platform initiative. The spending decrease is also related to the sunsetting of Bovine Spongiform Encephalopathy funding and the Canadian Food Safety Information Network initiative in 2018–2019.

Sunsetting programs are subject to government decisions to extend, reduce or enhance funding. The Agency will assess initiatives sunsetting and seek renewal, as required, to maintain and continuously improve Canada's strong food safety system, safe and accessible food supply, and plant and animal resource base. Following parliamentary approval, funding renewal decisions will be reflected in the Agency's budget authorities. Agency level information, including anticipated renewal of sunsetting resources, can be found in the [Departmental spending trend graph on page 53](#).

Information on the CFIA's lower-level programs is available on the [Canadian Food Inspection Agency's website](#)^j and in the [TBS InfoBase](#).^{vi}

Program 1.2: Animal Health and Zoonotics Program

Description

The Animal Health and Zoonotics Program aims to mitigate risks to Canada's animal resource base, animal feeds and animal products, which are integral to a safe and accessible food supply system as well as to public health. The program achieves its objectives by mitigating risks to Canada's animals (including livestock and aquatic animals) from regulated diseases, managing animal disease emergencies and incidents, limiting risks to livestock and derived food products associated with feed, promoting animal welfare and guarding against deliberate threats to the animal resource base. The program helps to mitigate risks associated with animal diseases that can be transmitted to humans by controlling diseases within animal populations. This program supports the health of Canada's animal resources and instils confidence in the safety of Canada's animals, animal products and by-products, and production systems.

Planning Highlights

Regulatory Modernization and Program Redesign

The CFIA plans to modernize regulations and redesign some parts of the Animal Health and Zoonotics Program. The sections that follow provide more detail on these changes.

Humane Transport Regulatory Modernization

Following several years of broad consultations with Canadians, the CFIA is proposing amendments to Part XII of the Health of Animals Regulations. Modernizing the animal transport regulations will better align Canada with industry's best practices and current scientific knowledge about animal welfare during transportation. After publication in Canada Gazette, Part I, following consultations with industry and other stakeholders, we anticipate that these proposed amendments will be published in Canada Gazette, Part II, in 2017–18.

HUMANE TRANSPORT REGULATORY MODERNIZATION

The proposed regulations would enhance requirements regarding feed, water and rest, and require improved record-keeping and training of commercial carriers. They will be closely aligned with the World Organization for Animal Health guidance, as well as the regulatory frameworks of our trading partners, contributing to continued and enhanced market access.

Traceability Regulatory Modernization

Livestock traceability is the ability to track an animal or a group of animals through all stages of its life. The objective of livestock traceability is to protect the health of animals and Canadians. It achieves this through efficient surveillance and control of diseases, microbes and toxic substances that affect animals and, in some instances, may spread to humans.

The quicker the response, the easier it is to contain a disease within its origins. Livestock traceability helps us to control and remove the disease, preventing it from spreading to other parts of the country. In some cases, the spread of disease does not take long and containing it quickly reduces the subsequent economic, health, environmental and social impacts on Canadians.

The CFIA anticipates that amendments to the Traceability section of the Health of Animals Regulations will be published in Canada Gazette, Part I, in 2017–18. The proposed amendments will strengthen existing livestock identification traceability requirements in Canada to enable effective and timely disease control investigations. The proposed amendments will improve how we manage animal health issues, further protect Canadian public health, and improve our ability to maintain market access and confidence in Canadian consumers.

The CFIA will also complete the compliance support communications products for regulated parties who may be affected by this initiative.

Traceability National Information Portal

Livestock identification, movement, location and ownership information is collected across the country in multiple information systems. These information systems are managed by different organizations and provincial governments. The CFIA's ability to efficiently and effectively conduct disease control and surveillance activities, along with compliance verification inspections, is hampered by this multiple data collection model.

The goal of the CFIA's livestock identification and traceability program is to provide rapid access to accurate and up-to-date traceability information. Traceability includes three basic elements: animal identification, premises identification and animal movement information. This information can be used to manage animal diseases, food safety issues and natural disasters, such as floods or fires that require the movement of animals.

In 2017–18, the CFIA will continue its planned enhancements to the Traceability National Information Portal (TNIP). We will sign new data-sharing arrangements with more Provinces and link additional information systems to the single-window Portal. This will allow the CFIA to respond more quickly to animal health issues and will support market access. In addition, Canadian veterinarians and epidemiologists will have access to accurate, complete and up-to-date information for a more effective support of disease control and surveillance activities.

To support the new regulations, the CFIA will continue to develop guidance, training and education materials for inspectors and industry.

Feeds Regulations Modernization

Feed is an integral component that supports food production in Canada. Safe and effective feeds contribute to the production of healthy livestock and safe foods of animal origin for human consumption. The CFIA will continue to modernize its regulatory framework for feeds. The modernized Feeds Regulations will support fair and competitive trade in the market and minimize regulatory burden on stakeholders. At the same time, the modernized regulations will continue to safeguard feeds and the food production continuum.

The CFIA consulted with Canadians, regulated parties, stakeholders, including federal partners, and other levels of government, in February and March 2016.

We anticipate that the proposed amendments will be published in Canada Gazette, Part I, in 2017–18, followed by final publication in Canada Gazette, Part II. To support the proposed regulations, the CFIA will develop and implement guidance, training and education materials for inspectors and industry.

Community for Emerging and Zoonotic Disease

The Community for Emerging and Zoonotic Disease-Integrated Intelligence and Response will continue to enhance our capability to generate intelligence and our capacity to detect and respond to emerging and zoonotic diseases. This provides Canadians with confidence in our food and animal health systems. The initiative is aimed at identifying early warning signals by gathering information from open information sources, including web-based and community-supplied information. Its purpose is to generate timely intelligence that meets the needs of decision makers and operational personnel. The Community for Emerging and Zoonotic Disease will continue to actively participate as a member network of the Canadian Animal Health Surveillance System. The community's participation ensures that the information and intelligence it provides will be useful to the Canadian Animal Health Surveillance System community. It also makes it possible for members of the network to explore ways for the Canadian Animal Health Surveillance System community to contribute information and intelligence to the Community for Emerging and Zoonotic Disease.

Collaboration and Partnerships

Maintaining Market Access during a Foreign Animal Disease Outbreak

In October 2012, the United States Department of Agriculture and the CFIA entered into an Arrangement under the Regulatory Cooperation Council initiative to recognize each other's zoning decisions during a foreign animal disease outbreak. The CFIA and the United States Department of Agriculture used the Regulatory Cooperation Council zoning arrangement for the first time during the 2014–15 Highly Pathogenic Avian Influenza outbreaks in British Columbia and Ontario. In September 2015, the CFIA and the United States Department of Agriculture agreed to a streamlined approval process for Regulatory Cooperation Council zoning requests for Highly Pathogenic Avian Influenza outbreaks.

There is now an initiative at the Canada-United States Regulatory Cooperation Council and the Beyond the Border Declaration to expand the Canada-United States Zoning arrangement to include Australia and New Zealand. This initiative will recognize members' disease control zones in case of a foreign animal disease outbreak, so as to reduce the impact on trade. The ultimate objective is to establish a common zoning framework for foreign animal diseases. The purpose of the proposed framework is twofold. First, it will ensure that members are protected against foreign animal diseases. Second, in the event of a disease outbreak in any of the four countries, bilateral trade can continue between zones that are free of the disease. This initiative will benefit the Canadian economy because recognizing foreign animal disease control and eradication zones will ensure trade continues with non-affected zones, while the disease is contained and managed within the affected zones.

In 2017–18, the CFIA will renew the existing arrangement with the United States Department of Agriculture, which is scheduled to expire in 2017. We will also complete Veterinary Infrastructure evaluations, and in collaboration with the North American Virtual Animal Disease Modelling Centre, we will develop tools that will help to plan zoning.

Bovine Spongiform Encephalopathy Program Integrity

Bovine Spongiform Encephalopathy (BSE) is a progressive, fatal disease of the nervous system of cattle. In the past 30 years, Canada has had 19 cases of BSE in cattle born in Canada. Ongoing surveillance confirms that BSE continues to remain under effective control.

The CFIA has identified eight priority areas for improvement in its BSE program for Canada, some of which address evaluation commitments. In 2017–18, the CFIA will implement these improvements in the following ways:

- developing a system to gather data on BSE awareness activities
- developing and implementing an action plan to fulfill current and forthcoming identified gaps in BSE expertise at CFIA
- implementing a strategy to increase the number of samples for BSE

BSE SURVEILLANCE

The CFIA is a co-lead of working groups under the national collaborative surveillance structure called CanSurveBSE. It continues to be science-based and serves the interests of all stakeholders. Its objectives are to work together nationally to ensure that:

- Canada continues to have a credible and efficient surveillance program that clearly demonstrates BSE remains under effective control; and
- a sufficient level of surveillance is maintained to support the marketing of Canadian cattle and beef products and by-products.

The CFIA also conducts ongoing outreach through direct contact with veterinarians and producers to promote participation in the program.

In addition, the Agency supports provincial initiatives that remind producers of the importance of continuing to submit BSE samples.

- implementing a new Specified Risk Material Permit and Inspections Data System
- delivering training to personnel involved in the inspection and audit of specified risk material controls in non-federally registered abattoirs
- conducting audits to ensure that products and by-products exported from Canada meet foreign requirements on cross contamination by specified risk material and/or with bovine material of Canadian origin
- analyzing how programs perform to recommend reallocation of the existing BSE resources
- starting the implementation of improvements identified in the previous year

International Biosafety Level 4 Zoonotic Laboratories Network

The CFIA, in partnership with the Canadian Safety and Security Program, is leading the formation of the Biosafety Level 4 Zoonotic Laboratories Network. This is to respond to serious global concern about the risk of emerging viral agents, most often originating in animals. Outbreaks are becoming more frequent and spreading more widely, which could result in devastating damage to human health, agriculture resources and national economies. At present, a high number of containment animal health institutions exist world-wide; however, these institutions face barriers to collaborating effectively, preventing the efficient exchange of information, materials, and expertise. The CFIA will establish and sustain biosafety level 4 trusted partnerships. This will strengthen international coordination, improve knowledge sharing and make use of integrated capacity for diagnosing, researching and training for pathogens of high consequence.

Antimicrobial Resistance and Use

An antimicrobial is an agent that kills microorganisms or inhibits their growth. Antimicrobials play an important role for animals. They reduce suffering and help farmers raise healthy animals, which in turn provide safe food, including meat, milk and eggs, for Canadian consumers. Antimicrobials are routinely used in livestock feed for growth promotion and to prevent infections in food-producing animals. However, the misuse of antimicrobials contributes to the development of resistant bacteria, which poses a risk.

In 2017–18, the CFIA will continue to work with other government departments on the Federal Action Plan on Antimicrobial Resistance and Usage in Canada. In collaboration with the Public Health Agency of Canada, Health Canada, and Agriculture and Agri-Food Canada, the CFIA will develop an integrated risk assessment model to help prevent the spread of antimicrobial resistance. The CFIA will focus on the three pillars outlined in the Federal Action Plan: Surveillance, Stewardship and Innovation. Applying these pillars to antimicrobial use in animals, we will ensure that a comprehensive data set is available through the Canadian Integrated Program for Antimicrobial Resistance Surveillance. Supporting information on lower-level programs is available on the [Canadian Food Inspection Agency's website](#)ⁱ.

Planned Results

Evaluations that Affect Our Plans for Achieving Planned Results

Enhanced Feed Ban

The Enhanced Feed Ban initiative was evaluated in 2013 with the objective of assessing whether the ban remained necessary and whether it had achieved expected outcomes. The scope for the evaluation was 2004-05 to June 2011.

The evaluation found that the circumstances and factors that prompted the introduction of the enhanced feed ban had not changed significantly and warrant continuation of the ban. It also found that there were ongoing efforts led by the CFIA to identify potential modifications to the design and delivery of the enhanced feed ban that would better address the needs of CFIA partners and stakeholders, including the industries regulated by the enhanced feed ban. The evaluation made four recommendations which have been actioned by the CFIA.

In addition, the report concluded that the Enhanced Feed Ban is an important component of the Government of Canada's response to Bovine Spongiform Encephalopathy (BSE), given the ongoing need to reduce the risk of transmission of BSE in the Canadian cattle herd to protect animal and public health and to facilitate market access for Canadian beef and other related products. Given its alignment with long-term federal government priorities and goals as well as current departmental responsibilities (including regulatory responsibilities), the enhanced feed ban continues to remain relevant to the mandate of the CFIA.

Bovine Spongiform Encephalopathy Management Program

In 2013, the CFIA conducted an internal evaluation of its Bovine Spongiform Encephalopathy Management Program to ensure that it was relevant to the needs and priorities of its major stakeholders, international trading partners and organizations, as well as consistent with both government-wide priorities and its own mandate.

The evaluation resulted in several actions taken across the Agency to ensure that its Bovine Spongiform Encephalopathy Management Program was operating effectively and efficiently. The Agency committed to the following key deliverables as a result of the evaluation:

- Develop a process where BSE-specific data could be readily compiled in a useful format without manual validation.
- Continue to engage stakeholders in order to maintain ongoing awareness of the enhanced feed ban and to increase the surveillance sample numbers.
- A succession plan specific to BSE will be developed by the Agency.
- The CFIA is updating BSE control training materials and adapting it to a newly developed inspection model that includes standard training, tools and competencies for inspection staff.

The following tables show our planned results for the Animal Health and Zoonotics Program.

Expected Result	Performance Indicators	Target	Date to Achieve Target	Actual Results		
				2013-14	2014-15	2015-16
Risks to Canadians from the transmission of animal diseases to humans are minimized	Number of reportable animal diseases that have entered into Canada through specified regulated pathways	0	31 March 2018	0	0	0
	Percentage of cases where investigations were completed following the positive identification of a reportable zoonotic disease	100%	31 March 2018	100%	100%	100%
Domestic and imported animals and animal products are compliant with Canadian regulations and international agreements	Percentage of legally exported animal and animal product shipments destined for foreign markets that meet certification requirements	99%	31 March 2018	100%	100%	100%
	Canada's status on the OIE ³ disease risk status lists remains either "free, controlled risk, or negligible risk"	Status maintained	31 March 2018	Status maintained	Status maintained	Status maintained

3 World Organisation for Animal Health

Expected Result	Performance Indicators	Target	Date to Achieve Target	Actual Results		
				2013-14	2014-15	2015-16
Risks to the Canadian animal resource base are mitigated	Percentage of cases where investigations were completed following the positive identification of a reportable animal disease	100%	31 March 2018	100%	100%	100%
Effective preparedness to prevent, control, and eradicate trans-boundary diseases and emerging diseases	Manuals for CFIA officials are updated as needed	100% of all necessary manual updates are completed	31 March 2018	100% of all necessary manual updates are completed	33% of necessary manual updates were completed	75% of necessary manual updates were completed
	Number of emergency preparedness simulation exercises in which CFIA participates	9	31 March 2018	11	23	11
Disease outbreaks in Canada are promptly and effectively responded to	Percentage of detections of reportable transboundary diseases and significant emerging diseases in which an investigation was commenced in a timely fashion	100%	31 March 2018	100%	100%	100%
	Percentage of cases where the CFIA communicated with key stakeholders in a timely fashion following the confirmation of a transboundary or significant emerging disease	100%	31 March 2018	100%	100%	100%

CFIA performance targets are set to be achieved on a long term basis in support of the expected results. The CFIA monitors progress to achieve the targets and adjusts as appropriate.

For details on past performance and lessons learned for the Animal Health and Zoonotics indicators that did not meet their target, please refer to the relevant section in past Departmental Performance Reports:

- [2013–14 Departmental Performance Reportⁱⁱ](#)
- [2014–15 Departmental Performance Reportⁱⁱⁱ](#)
- [2015–16 Departmental Performance Report^{iv}](#)

As the CFIA is developing a new Departmental Results Framework for implementation in 2018–19 the associated expected results and targets will be aligned with the new framework.

The following tables present the CFIA's Planned spending and full-time equivalents, as approved by Treasury Board, for 2017–18 through to 2019–20. This excludes funding extensions for initiatives that are scheduled to sunset.

Budgetary financial resources (dollars)^v

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
124,518,784	125,411,593	119,526,241	97,389,616

Human resources (full-time equivalents)^v

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
942	929	760

The Planned Spending for the Animal Health and Zoonotics Program decreases by \$28.0 million and 182 full-time equivalents from 2017–18 to 2019–20. This spending decrease is primarily related to the sunsetting of the following initiatives and programmes in 2017–18: the Federal Infrastructure Initiative, the Canadian agriculture and agri-food sector in seizing market opportunities and securing agriculture market access initiative, and the Growing Forward 2 initiative. The spending decrease is also related to the sunsetting of Bovine Spongiform Encephalopathy funding.

Sunsetting programs are subject to government decisions to extend, reduce or enhance funding. The Agency will assess ending initiatives. We will seek renewal, as required, to maintain and continuously improve Canada's strong food safety system, safe and accessible food supply, and plant and animal resource base. Following parliamentary approval, funding renewal decisions will be reflected in the Agency's budget authorities. Agency level information, including anticipated renewal of sunsetting resources, can be found in the [Departmental spending trend graph on page 53](#).

Information on the CFIA's lower-level programs is available on the [Canadian Food Inspection Agency's websiteⁱ](#) and in the [TBS InfoBase^{vi}](#).

Program 1.3: Plant Resources Program

Description

The Plant Resources Program aims to mitigate risks to Canada's plant resource base, which is integral to a safe and accessible food supply, as well as to public health and environmental sustainability. The program achieves its objectives by regulating agricultural and forestry products; mitigating risks to the plant resource base (including crops and forests) from regulated pests and diseases; regulating the safety and integrity of seeds, fertilizers and plant products; and managing plant health emergencies and incidents. The program also guards against deliberate threats to the plant resource base, facilitates the introduction of emerging plant technologies and protects the rights of plant breeders. Achieving the objectives of the program instils confidence in Canada's plants, plant production systems and plant products, and contributes to the health of Canada's plant resources.

Planning Highlights

The CFIA plans to modernize regulations and redesign some parts of the Plant Resources Program. The sections that follow provide more detail on these changes.

Regulatory Modernization and Program Redesign

Fertilizer Regulatory Modernization

The CFIA is proposing to amend the Fertilizers Regulations to address gaps and inconsistencies in the current regulations. The proposed amendments are intended to reflect current science and emerging risks. They aim to be more responsive to industry needs while maintaining strong, risk-based and consistent oversight of the safety of products entering the Canadian marketplace and environment. We anticipate that the proposed amendments will be published in Canada Gazette, Part I, in 2017–18.

Grain Export Certification

In 2017–18, the CFIA will redesign its Grain Export Certification program to provide more service choices to expedite, improve the speed and efficiency of weed seed examinations. This will help with the timely export of Canadian grain. We will be consulting with Canadians and stakeholders on the approach and we will also start a pilot program.

GRAIN INDUSTRY

Did you know...

For 2016, total grain exports reached nearly \$ 20.6 Billion, a 31.2% increase compared to the \$15.7 billion of 2011.

Top 5 markets in 2016 for grain exports (pulses, cereals and oilseeds), including associated seeds for propagation: China (\$4.0B), U.S. (\$2.4B), Japan (\$2.2B), India (\$1.14B) and Mexico (\$1.11B).^{vii}

Regulatory Cooperation Council, Beyond the Border and International initiatives

Post-Entry Quarantine Program

Certain plants from designated countries must be grown for up to two years under specific post-entry quarantine conditions to be eligible to be imported into the United States. This requirement also applies to these plants if they first enter Canada prior to re-export to the United States. Delivering upon commitments in the Regulatory Cooperation Council, in 2017–18, CFIA will establish import requirements equivalent to those of the United States through the Post-Entry Quarantine Program. This program will provide a process that allows the United States to recognize plants grown in Canada as meeting their phytosanitary import requirements. These plants will no longer require post-entry quarantine. The CFIA is developing this program with the United States Animal and Plant Health Inspection Service. The program will make it easier to trade in these plants, will contribute to Canada's economy, and will provide additional plant safety assurance to the United States.

Beyond the Border Initiative

To protect biodiversity and Canada's plant resource base, the CFIA works to minimize risks to Canada's plant resource base by developing and enforcing import and export controls, performing inspections related to plant resources, and advancing and applying plant science. In 2017–18, CFIA will continue to collaborate with the United States to further enhance and expand the Asian Gypsy Moth (AGM) certification program and foreign outreach activities for other plant health risk pathways and pests.

Collaboration and Partnerships

The CFIA plans to grow partnerships as part of the Plant Resources Program. The sections that follow provide more detail on these plans.

Plant Health Network

As a science-based regulator, the Agency will continue to build its scientific capacity and partnerships, while focusing on outcome-based results. Similar to the approach we took to build an animal health network and a food safety network, we will develop a national network of experts in plant health. This network will resolve collective challenges, providing more rapid access to specialised knowledge and expertise in support of the

ASIAN GYPSY MOTH

The Asian gypsy moth is an invasive insect. It poses a significant threat to Canada's forests, biodiversity and economy. These moths can feed on a wide range of economically important tree species, as well as other important plants. Ships and cargo including containers and used vehicles can carry the egg masses of these moths to Canada from China, Japan, South Korea and Russia (far east region). In the right conditions, caterpillars hatch from these egg masses and they can go great distances with the wind to find food.

Agency's regulatory and policy decisions. This initiative will help plant scientists and diagnosticians work with other federal government scientists and with national and international academic and industry partners on sharing information and managing data. This will lead to efficiencies, both internally and externally, and to improved plant protection in Canada.

Innovation and Experimentation

Emergency Management Framework for Agriculture in Canada

The emergency management framework for agriculture in Canada sets the strategic direction for partners to collaboratively prepare for and manage emergencies facing the agriculture sector. It prepares all partners to act in a predictable, cohesive, practical and forward-thinking manner. In many cases, effective emergency management systems and practices are already in place, but they may not be well integrated. The framework guides the development and eventual implementation of emergency management activities. This will allow us to better use collective capacities and expertise in order to fully prepare for and manage emergencies.

The CFIA continues to be a partner in the emergency management framework for agriculture in Canada. In 2017–18, the federal, provincial, territorial and industry partners will build upon the framework by pursuing direct actions related to the emergency management framework. These actions include scheduling regular emergency management exercises, such as tabletop and live plays, and cover all areas of agricultural risk. We will review these exercises to identify gaps and areas for improvement. In 2017–18 the federal, provincial and industry partners will build upon the framework by developing a national plant and animal health strategy.

Plant and Animal Health Strategy

This strategy is intended to ensure that Canada is best positioned to safeguard its plant and animal resources and the related wellbeing of Canadians in regard to the increasing magnitude and complexity of the risks presented. Activities in 2016 concluded in a major stakeholder forum at which key objectives and expected results for inclusion in the strategy were identified. It is intended that the strategy will be presented to federal, provincial and territorial Ministers of Agriculture for endorsement in July 2017 and that its implementation will lead to more focus and activity in the area of prevention, which should provide the best return on investment for related government and industry resources.

In 2017–18, development of the strategy will continue, as well as planning for its implementation. This is expected to include the development of specific performance measures. The Agency will dedicate approximately \$1.1 million worth of combined resources from the Plant Resource and Animal Health and Zoonotics Program to this innovative and collaborative approach.

Planned Results

Evaluations that Affect Our Plans for Achieving Planned Results

Fertilizer Program

The evaluation of the CFIA's Fertilizer Program was conducted during the 2012-13 fiscal year and focussed on whether the program continued to meet its objectives in terms of making sure that fertilizer products are safe and labelled correctly.

The report determined that the program remains necessary and meets the needs of stakeholders. It noted that the program was on track in focussing on fertilizer and supplement safety to Canadians, animals and plants.

Modernization of the Fertilizer Regulations is currently under way. It represents an opportunity for additional changes to program administration with a further shift towards risk-based approaches and outcome-based regulations. It also aims to lessen regulatory burden on products that are deemed safe and have a well-established history of use and to remove prescriptive provisions from the regulations thus providing for greater flexibility and less red tape on the regulated sector.

The following tables show our planned results for the Plant Resources Program.

Expected Results	Performance Indicators	Target	Date to Achieve Target	Actual Results		
				2013-14	2014-15	2015-16
Risks to the Canadian plant resource base from imported plants and plant products are mitigated	Number of regulated foreign plant pests that enter into Canada through regulated pathways and establish themselves	0	31 March 2018	0	0	0
Domestic plants and plant products are compliant with Canadian regulations and international agreements	Percentage of domestic seed, crop inputs and plants with novel traits in compliance with Canadian regulations and international agreements	90%	31 March 2018	92%	98%	96.16%

Expected Results	Performance Indicators	Target	Date to Achieve Target	Actual Results		
				2013–14	2014–15	2015–16
Confirmed introductions of quarantine pests in Canada are contained and risk- mitigated (e.g. through the issuance of Notices of Prohibition of Movement, Quarantine, up to and including the issuance of Ministerial Orders)	Percentage of confirmed introductions of quarantine pests for which notices are issued	100%	31 March 2018	100%	100%	100%
	Percentage of notices issued in a timely manner	90%	31 March 2018	100%	100%	100%
Canadian exports of plants and plant products meet the country of destination regulatory requirements and Canada's reputation is maintained	Percentage of certified plants and plant products shipment (lots) that meet the country of destination phytosanitary import requirements	99%	31 March 2018	99%	99.7%	99.75%

CFIA performance targets are set to be achieved on a long term basis in support of the expected results. The CFIA monitors progress to achieve the targets and adjusts as appropriate.

For details on past performance and lessons learned for the Plant Resources Program indicators that did not meet their target, please refer to the relevant section in past Departmental Performance Reports:

- 2013–14 Departmental Performance Reportⁱⁱ
- 2014–15 Departmental Performance Reportⁱⁱⁱ
- 2015–16 Departmental Performance Report^{iv}

As the CFIA is developing a new Departmental Results Framework for implementation in 2018–19, the associated expected results and targets will be aligned with the new framework.

The following tables present the CFIA's Planned spending and full-time equivalents, as approved by Treasury Board, for 2017–18 through to 2019–20. This excludes funding extensions for initiatives that are scheduled to sunset.

Budgetary financial resources (dollars)^v

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
78,138,366	78,664,213	76,076,780	75,956,733

Human resources (full-time equivalents)^v

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
688	678	678

The Planned Spending for the Plant Resources Program decreases by \$2.7 million and 10 full-time equivalents from 2017–18 to 2019–20. This spending decrease is primarily related to the sunsetting of the following initiatives and programmes in 2017–18: the Federal Infrastructure Initiative, the Canadian agriculture and agri-food sector in seizing market opportunities and securing agriculture market access initiative, and the Growing Forward 2 initiative. The spending decrease is also related to the sunsetting of the Genomics Research and Development Initiative funding.

Sunsetting programs are subject to government decisions to extend, reduce or enhance funding. The Agency will assess ending initiatives. We will seek renewal, as required, to maintain and continuously improve Canada's strong food safety system, safe and accessible food supply, and plant and animal resource base. Following parliamentary approval, funding renewal decisions will be reflected in the Agency's budget authorities. Agency level information, including anticipated renewal of sunsetting resources, can be found in the Departmental spending trend graph on page 53.

Information on the CFIA's lower-level programs is available on the Canadian Food Inspection Agency's websiteⁱ and in the TBS InfoBase^{vi}.

Program 1.4: International Collaboration and Technical Agreements

Description

The Canadian Food Inspection Agency's International Collaboration and Technical Agreements Program contributes to a coherent, predictable, and science-based international regulatory framework that facilitates meeting regulatory requirements of importing countries' food, animals and plants, and their products, resulting in the facilitation of multi-billion dollar trade for the Canadian economy. The program achieves its objectives through actively participating in international fora for the development of international science-based rules, standards, guidelines and policies and the management of sanitary and phytosanitary committees established under international agreements. The CFIA's active promotion of the Canadian science-based regulatory system with foreign trading partners and negotiations to resolve scientific and technical issues contribute to market access.

Planning Highlights

The CFIA actively participates in developing international rules and standards for food safety and the health of animal and plant resources. The CFIA will continue to lead Canada's participation in the following organizations: the World Trade Organization Sanitary and Phytosanitary Committee, the World Organisation for Animal Health (OIE), the International Plant Protection Convention (IPPC), and the North American Plant Protection Organization. We will continue to partner with Health Canada at Codex Alimentarius. Of particular significance, the CFIA is providing in-kind contributions to international organizations, specifically the Food and Agriculture Organizations, the World Organisation for Animal Health and the International Plant Protection Convention. In 2017–18, we will provide CFIA scientific experts on assignment to these organizations to support the development of international standards.

Through these engagements, Canada influences the development of rules and standards that are consistent with Canada's needs and objectives. Through the engagements, Canada also encourages harmonization on matters related to food safety and consumer protection, plant resources, and animal health and zoonotics. Engagement approaches include formal bilateral mechanisms established under international agreements and arrangements, ad hoc mechanisms, and technical cooperation activities. In addition, Canada continues to promote its regulatory approaches, encourage the adoption of risk- and science-based regulations and their associated best practices on a global level.

For example, the CFIA will collaborate with other government departments to:

- simplify the flow of low-risk goods, while ensuring proper protection against phytosanitary risks
- reduce trade and border delays at both the perimeter and Canada-United States border
- promote greater international and domestic awareness of and compliance with Canadian requirements

The CFIA will implement a food safety strategy through offshore verification activities and technical assistance to foreign countries. This will improve compliance of imported products before they arrive at Canadian ports of entry.

The CFIA will continue to work with its international regulatory counterparts in likeminded countries, such as the United States and member countries of the European Union, and in emerging economies. We will strengthen and expand partnerships to achieve the following objectives:

- manage risks before they arrive at the Canadian border
- share and learn best regulatory practices
- strengthen capacity in the international regulatory framework to achieve food safety, animal health and plant health objectives
- actively promote the Canadian science-based regulatory system with counterparts in key trading countries
- negotiate to resolve scientific and technical issues and to support greater market access for the Canadian agriculture industry.

Planned initiatives include:

- support for Comprehensive Economic Trade Agreement implementation
- support for the negotiation of Free Trade Agreements with other key trading partners
- deliver off-shore preventive activities

Innovation and Experimentation

Global Food Safety Partnership

CFIA is a part of the Global Food Safety Partnership which, under the auspices of the World Bank, enables effective and coordinated food safety capacity building through a robust public-private partnership aiming to improve public health and economic development outcomes.

In 2017-18, the CFIA will use this partnership to fund global food safety initiatives for laboratory capacity building for food safety in India and to help India and several African countries in preparing an international strategy to support their food safety systems.

The global food safety partnership will contribute to a safer supply of food imported to Canada. Canada supports capacity building for food safety in developing countries to improve the safety of imported food world-wide. The CFIA will help to strengthen the capacity of governments in the relevant science and to improve the national food safety regulatory systems in developing countries who qualify for the global food safety partnership funding and who also meet the requirements for exporting food to Canada.

We plan to verify the results we are trying to achieve through the use of performance indicators such as: the number of collaborations continued, established or broadened,

CFIA stakeholders and international bodies participating in the collaborations, and the number of individuals trained and methods/procedures/ideas shared towards the strengthening of science-based regulations and regulatory frameworks. The Agency has dedicated the equivalent of \$330,000 in resources to this innovative partnership.

Planned Results

The following tables show our planned results for the International Collaboration and Technical Agreements Program.

Expected Result	Performance Indicators	Target	Date to be Achieved Target	Actual Results		
				2013-14	2014-15	2015-16
Canadian interests are reflected in science-based international rules, standards, Free Trade Agreements, and technical arrangements through effective participation in Sanitary and Phytosanitary negotiations and International Standards Setting Bodies such as Codex, OIE, and IPPC	Number of key sanitary and phytosanitary negotiations and international standards setting bodies meetings where the CFIA promoted Canada's interests	36	31 March 2018	40	43	38
International markets are accessible to Canadian food, animals, plants, and their products	Number of unjustified non- tariff barriers resolved	45	31 March 2018	50	40	57
International regulatory cooperation, relationship building and technical assistance activities that are in line with the CFIA's mandate	Number of senior level CFIA-led committees with foreign regulatory counterparts	4	31 March 2018	6	7	6
	Number of CFIA-led technical assistance activities provided to foreign national governments	8	31 March 2018	9	13	11

CFIA performance targets are set to be achieved on a long term basis in support of the expected results. The CFIA monitors progress to achieve the targets and adjusts as appropriate.

As the CFIA is developing a new Departmental Results Framework for implementation in 2018–19, the associated expected results and targets will be aligned with the new framework.

The following tables present the CFIA's Planned spending and full-time equivalents, as approved by Treasury Board, for 2017–18 through to 2019–20. This excludes funding extensions for initiatives that are scheduled to sunset.

Budgetary financial resources (dollars)^v

2017–18 Main Estimates	2017–18 Planned spending	2018–19 Planned spending	2019–20 Planned spending
31,736,983	36,418,999	29,531,085	25,494,437

Human resources (full-time equivalents)^v

2017–18 Planned full-time equivalents	2018–19 Planned full-time equivalents	2019–20 Planned full-time equivalents
310	277	256

The Planned spending for the International Agreements and Technical Collaboration Program decreases by \$10.9 million and 54 full-time equivalents from 2017–18 to 2019–20. This spending decrease is primarily related to the sunseting of the following initiatives and programmes in 2017–18: the Canadian agriculture and agri-food sector in seizing market opportunities and securing agriculture market access initiative, the Growing Forward 2 initiative and the improved market access for Canadian agricultural products initiative. The spending decrease is also related to the sunseting of Bovine Spongiform Encephalopathy funding in 2018–19.

Sunseting programs are subject to government decisions to extend, reduce or enhance funding. The Agency will assess ending initiatives. We will seek renewal as required to maintain and continuously improve Canada's strong food safety system, safe and accessible food supply, and plant and animal resource base. Following parliamentary approval, funding renewal decisions will be reflected in the Agency's budget authorities. Agency level information, including anticipated renewal of sunseting resources, can be found in the Departmental spending trend graph on page 53.

Information on the CFIA's lower-level programs is available on the Canadian Food Inspection Agency's websiteⁱ and in the TBS InfoBase^{vi}.

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

Planning highlights

Service Delivery

The CFIA is in the first year of implementing its client-centred Service Management Strategy. We are currently defining, streamlining and modernizing the way in which we deliver services. We are striving for clear and transparent standards, for accountabilities and for feedback mechanism available to clients.

In 2017-18, we will streamline the service inventory to ensure services are defined from the perspective of clients. The inventory will be used to standardize our processes and the experiences of clients. It will also be used to develop service standards that are focused on clients. We will track the standards against metrics and report on them publicly. We will begin this tracking with Permissions, or regulatory authorizations, which we have identified as priority services, due to volume and the needs of clients. The Agency is working to define an approach to better manage the ways in which it interacts with its clients and with Canadians by working towards a single, integrated window to access CFIA services.

In 2017-18, the CFIA will also implement Phase 2, of its e-Retrieval initiative. This initiative will optimize access to information services within the Agency by digitizing the information. As a result, we will operate more efficiently and reduce the costs for retrieving information in response to access to information requests.

Federal Science and Technology Infrastructure

The CFIA is working with the Government of Canada's other science-based departments and agencies to deliver an adaptable federal science and technology infrastructure enterprise for current and future science and innovation challenges. The new model for federal science and technology infrastructure will foster partnerships among industries, research institutions, federal departments and different levels of government by

providing physical space, information technology, and support that is targeted to tackling multidisciplinary science challenges. These research and innovation hubs will also become magnets for Canadian and global research talent, investors and leading companies.

Web Renewal

The Government of Canada Web Renewal Initiative is a government-wide priority. Canada.ca features 15 user-centred themes based on the top information and tasks that visitors are looking for. Over a period of three years, approximately 1,500 individual websites will be brought together under Canada.ca to make it easier for Canadians to find information.

The Agency is in Stream 3 of the web renewal process. The CFIA will join this initiative in 2017, at a time to be determined by the Treasury Board of Canada Secretariat. In 2017–18 the CFIA will continue to ensure content is ready to move over to Canada.ca.

Open Government

The CFIA's transparency agenda is part of the CFIA's ongoing transformation to be a more service-oriented, responsive and accountable organization. We are aligning with the new requirements under Open Government and the organizational changes under Agency Transformation.

In 2017–18 the CFIA will review its own experience and its key considerations to develop an approach for its next phase of the transparency agenda by doing the following:

- developing a framework to give Canadians free access to more information.
- consulting with stakeholders on the CFIA approach to transparency and Open Government.
- continuing the activities under the Open Government Implementation Plan

Enhancing Project Management

The CFIA will increase project management awareness and maturity across the agency. This will help us to further develop currently recognized best practices and disciplines. The continued improvement of project management in the Agency will increase CFIA's Organizational Project Management Capacity Assessment rating. This is the rating that Treasury Board Secretariat uses to assess the ability of government departments to manage their investments. The higher rating will give the CFIA the authority to manage more complex projects or those with bigger monetary value than before.

Investment Planning and the Enterprise Project Management Office will expand project management training to include a course specific to CFIA Executives. It will also complete a full review and release of the Enterprise Project Management Framework.

People Management

The Human Resources branch has made increasing student recruitment a priority for 2017–18, with a special focus on Indigenous students and students with disabilities.

In addition, the next stages of service modernization will be taken to align human resources with the current and future needs of the Agency, including in our plans and Talent Management.

The Communications and Public Affairs Branch will continue to encourage open and collaborative communication among all Agency employees in two key ways:

- updating its existing internal communications methods
- providing advice and direction on how to use new, modern tools.

Information Management and Information Technology

The CFIA is currently modernizing more than it ever has since its creation. Among our many initiatives for change, the CFIA is moving to a “digital by default” approach for communicating with Canadians. We will achieve this by using web and social media strategies for communicating our messages to Canadians. We will also fulfil our commitment to deliver an Improved Food Inspection Model and a new Electronic Service Delivery Platform.

The electronic platform will standardize and automate business processes, make the use of resources more efficient and strengthen trade by using electronic signatures on export certificates and import permits. The Electronic Service Delivery Platform project will make it possible for us to provide services on-line. It will also help us to plan, track and assign activities, and will improve business reporting.

ONE AGENCY

By 2020, CFIA will implement a “One Agency” Talent Management Framework with the following features: a common performance assessment tool; an elaboration of Agency job families and related competencies and career development programs and tools; a governance structure; a policy framework; and guidelines, tools and training for talent management.

ELECTRONIC SERVICE DELIVERY PLATFORM

Winter 2016: The CFIA began rolling out the Electronic Service Delivery Platform (ESDP), a secure digital tool supporting a suite of online services.

Spring 2017: The CFIA will expand access to ESDP to additional users of specific and targeted commodities that were not included in the first phase.

Fall 2017: The CFIA plans to expand access to the ESDP to additional users of specific and targeted commodities that were not included in previous phases.

Spring 2018: The CFIA plans to move to a complete roll-out of ESDP to proposed users in specific and targeted commodities.

In order to support the Government of Canada's direction to standardize and consolidate its activities, the Agency is moving to common administrative service platforms. The platforms are shared by all Government of Canada partners for common services, including email, document management, human resources management, financial management and the web. Moving to a common platform will eliminate redundancy, improve operations, and increase collaboration. Currently, the CFIA is involved in working on the following changes: planning and implementing an upgrade to PeopleSoft, moving from our current document management system called RDIMS to the common Government of Canada document management system called GCDOCS, moving from GroupWise to Microsoft Outlook, and moving its website to Canada.ca^{viii}.

Emergency Management

The threat posed by diseases and invasive pest continues to evolve, due to increased urbanization and the global movement of people, animals, plants and goods. With consumers having access to foods from all over the world, risks from foodborne illness are also greater. A robust emergency management program is essential to meet the challenges in this ever-changing environment.

The CFIA will continue to align our emergency plans for prevention and mitigation, preparedness, response and recovery with our processes for transforming the business. For example, the Plant and Animal Prevention and Modernization strategy is aimed at improving Federal/Provincial/Territorial, industry and stakeholders approach to managing plant and animal risks by instituting more proactive and collaborative measures, leveraging partnerships, and positioning Canada to meet current and emerging pressures. For example, the Plant and Animal Prevention and Modernization strategy will improve the ways Canadian federal, provincial and territorial governments, industry and stakeholders manage plant and animal risks. The strategy will do this by instituting more proactive and collaborative measures, making use of partnerships, and positioning Canada to meet current and emerging challenges. Additionally, the CFIA will regularly update plans to reflect changes and find efficiencies. This will allow the Agency to maintain essential business functions during emergencies.

Budgetary financial resources (dollars)^v

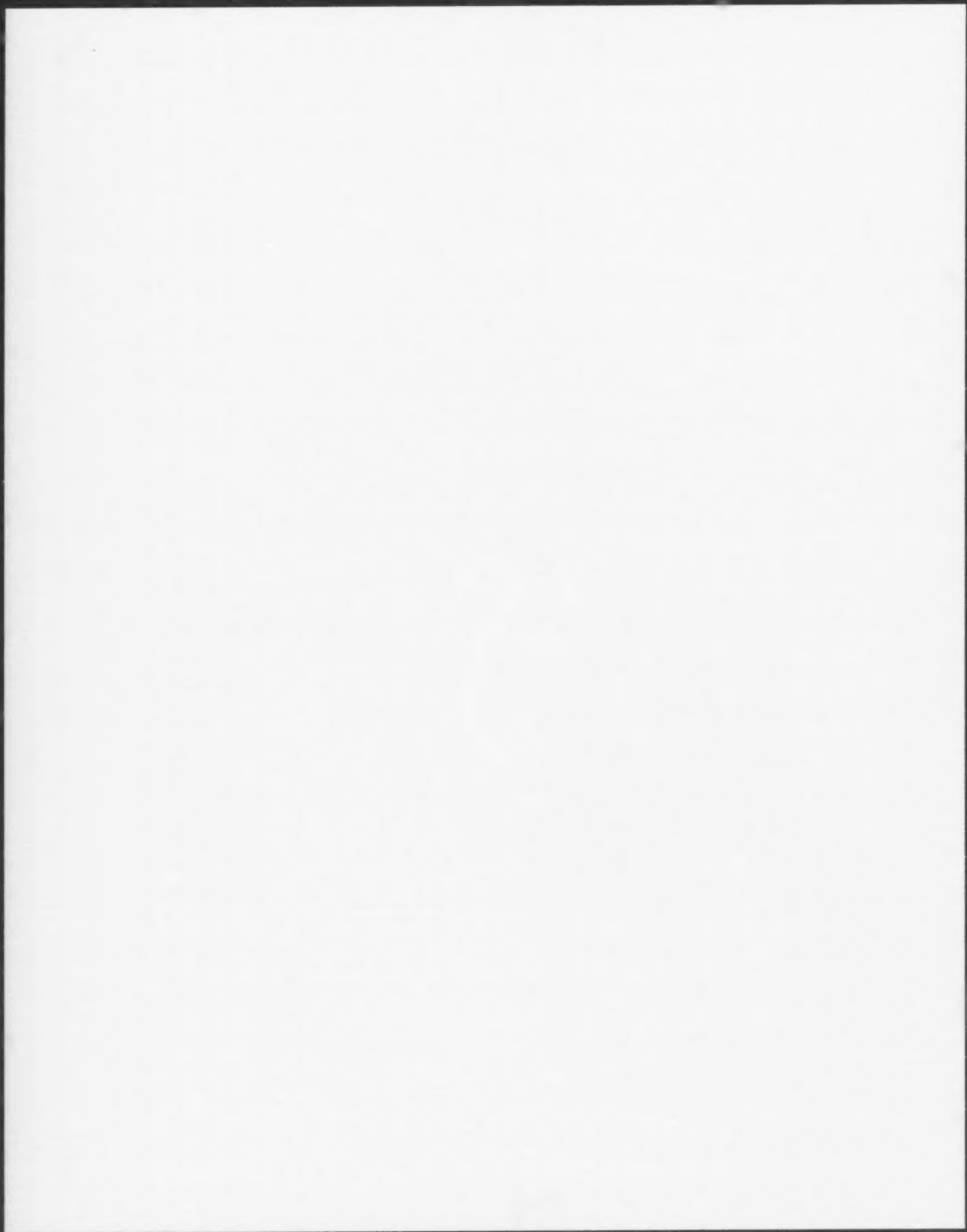
2017-18 Main Estimates	2017-18 Planned spending	2018-19 Planned spending	2019-20 Planned spending
121,533,396	121,954,294	119,943,910	117,310,435

Human resources (full-time equivalents)^v

2017-18 Planned full-time equivalents	2018-19 Planned full-time equivalents	2019-20 Planned full-time equivalents
861	853	835

The Planned spending for Internal Services decreases by \$4.6 million and 26 full-time equivalents from 2017–18 to 2019–20. This spending decrease is primarily related to the sunsetting of the following initiatives and programmes in 2017–18: the Budget 2016 improving food safety for Canadians initiative funding and the Canadian agriculture and agri-food sector in seizing market opportunities and securing agriculture market access initiative. The spending decrease is also related to the sunsetting of Bovine Spongiform Encephalopathy funding in 2018–2019.

Sunsetting programs are subject to government decisions to extend, reduce or enhance funding. The Agency will assess initiatives that are sunsetting and seek renewal, as required, to maintain and continuously improve Canada's strong food safety system, safe and accessible food supply, and plant and animal resource base. Following parliamentary approval, funding renewal decisions will be reflected in the Agency's budget authorities. Agency level information, including anticipated renewal of sunsetting resources, can be found in the Departmental spending trend graph on page 53.



Spending and human resources

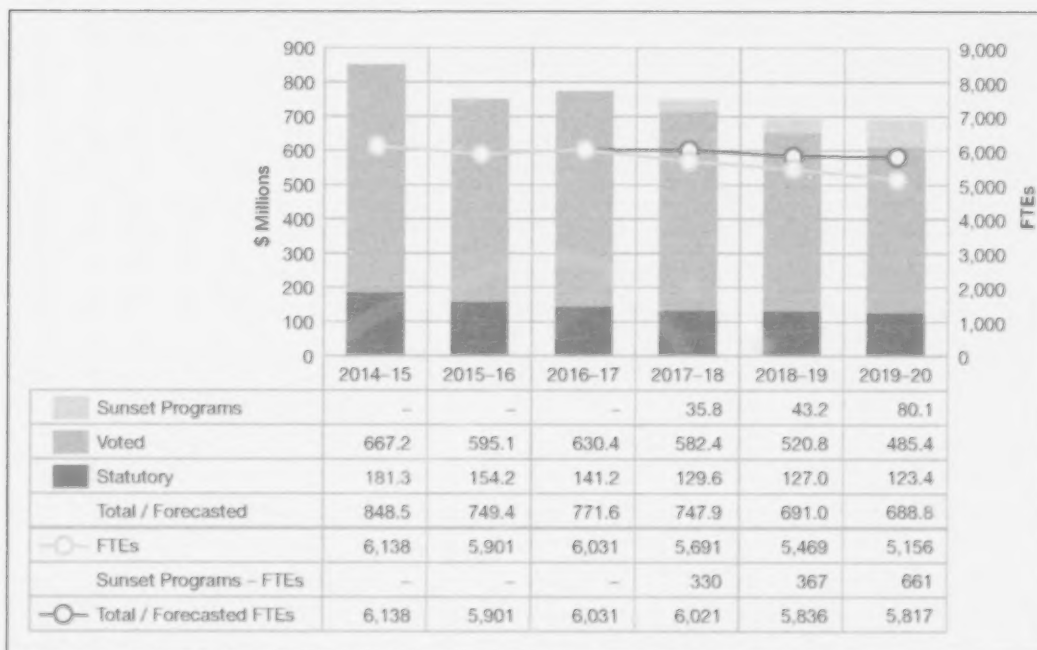
The following tables present the CFIA's total 2017-18 Planned Spending levels and full-time equivalents for the next three fiscal years (2017-18 to 2019-20). This excludes funding extensions that the Agency plans to pursue. The tables also show the 2017-18 Main Estimates amount for which CFIA will seek parliamentary approval.

Sunsetting programs are subject to government decisions to extend, reduce or enhance funding. The Agency will assess initiatives that are sunseting and seek renewal, as required, to maintain and continuously improve Canada's strong food safety system, safe and accessible food supply, and plant and animal resource base. Following parliamentary approval, funding renewal decisions will be reflected in the Agency's budget authorities. Agency level information, including anticipated renewal of sunseting resources, can be found in the Departmental spending trend graph below.

For fiscal years 2014-15 and 2015-16, the information shown represents the actual expenditures, as reported in the Public Accounts and Departmental Performance Reports. For fiscal year 2016-17, the forecast spending and full-time equivalents represent the Agency's projected use of authorities at year-end. 2016-17 year-end authorities and actual expenditures will be reported in the 2016-17 Departmental Results.

Planned spending

Departmental Spending Trend



Budgetary planning summary for Programs and Internal Services (dollars)

Programs and Internal Services	2014-15 Expenditures	2015-16 Expenditures	2016-17 Forecast spending	2017-18 Main Estimates	2017-18 Planned spending	2018-19 Planned spending	2019-20 Planned spending
Food Safety Program	421,520,442	376,113,531	394,336,688	348,722,065	349,600,493	302,688,731	292,616,400
Animal Health and Zoonotics Program	162,039,970	141,043,127	132,215,740	124,518,784	125,411,593	119,526,241	97,389,616
Plant Resources Program	90,262,195	79,807,062	84,449,649	78,138,366	78,664,213	76,076,780	75,956,733
International Collaboration and Technical Agreements	40,718,768	32,552,166	35,344,211	31,736,983	36,418,999	29,531,085	25,494,437
Subtotal	714,541,375	629,515,886	646,346,288	583,116,198	590,095,298	527,822,837	491,457,186
Internal Services	133,951,514	119,846,641	125,210,232	121,533,396	121,954,294	119,943,910	117,310,435
Total (excluding anticipated renewals)	848,492,889	749,362,527	771,556,520	704,649,594	712,049,592	647,766,747	608,767,621

Planned human resources

Human resources planning summary for Programs and Internal Services (full-time equivalents)

Programs and Internal Services	2014-15 full-time equivalents	2015-16 full-time equivalents	2016-17 Forecast full-time equivalents	2017-18 Planned full-time equivalents	2018-19 Planned full-time equivalents	2019-20 Planned full-time equivalents
Food Safety Program	3,250	3,155	3,185	2,890	2,732	2,627
Animal Health and Zoonotics Program	1,012	959	953	942	929	760
Plant Resources Program	737	703	698	688	678	678
International Collaboration and Technical Agreements	335	307	316	310	277	256
Subtotal	5,334	5,124	5,152	4,830	4,616	4,321
Internal Services	804	777	879	861	853	835
Total (*excluding anticipated renewals)	6,138	5,901	6,031	5,691	*5,469	*5,156

The CFIA saw a spending increase in 2014–15, due to substantial one-time disbursements related to government-wide salary initiatives. As well, the Agency ratified all outstanding collective agreements. This resulted in significant one-time retroactive salary settlement payments and ongoing cost increases of approximately \$30 million annually, which the CFIA absorbed. Given that 80% of the CFIA's annual operating expenditures support personnel costs, limited flexibility existed to realign non-personnel authorities. As a result, the Agency saw a decline in its full-time equivalent (FTE) complement in subsequent years.

The CFIA will also be required to absorb the retroactive and ongoing costs of upcoming collective agreement salary settlements related to fiscal years 2014–15 and 2015–16. Consequently, the Agency has included the estimated impacts of these upcoming costs on planned human resources for 2017–18 and future years.

The CFIA's planned spending is forecasted to peak again in 2016–17. This is mainly due to increased temporary resources for the Federal Infrastructure Initiative, Electronic Service Delivery Platform Initiative, and resources related to improved food safety for Canadians. In addition, the Agency realigned existing resources and full-time equivalents from the programs to Internal Services to comply with the April 2016 amendment to the Treasury Board requirements for classifying Internal Services activities.

In 2017–18, the Federal Infrastructure Initiative, the Electronic Service Delivery Platform Initiative, the incremental Budget 2016 resources and full-time equivalents related to improved food safety for Canadians, as well as, the Canadian agriculture and agri-food sector in seizing market opportunities and securing agriculture market access initiative will wrap up.

Projected resources for 2018–19 and 2019–20 are stable, based on anticipated funding renewals for programs that are sunseting. The Agency will assess the level of resources required for these sunseting initiatives and seek renewal, as required, to maintain and continuously improve Canada's strong food safety system, safe and accessible food supply, and plant and animal resource base.

In 2014–15 through to 2016–17, Agency full-time equivalents trend lower than the total and forecasted expenditures. This difference is due to significant actual and forecasted spending that would not increase full-time equivalents. One example of this spending is the significant one-time salary disbursements in 2014–15, related to the transition to salary payments in arrears and the cash out of accumulated severance. Other examples are the statutory compensation payments, made under the Health of Animals Act, as a result of the outbreak of Avian Influenza, 2015–16 and 2016–17 spending related to the implementation of the Federal Infrastructure Program and the Electronic Service Delivery Platform Initiative.

Estimates by vote

For information on the CFIA's organizational appropriations, consult the 2017-18 Main Estimates^{ix}.

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the Canadian Food Inspection Agency's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the Future-Oriented Condensed Statement of Operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the [Canadian Food Inspection Agency's website](#)ⁱ.

Future-Oriented Condensed Statement of Operations

For the Year Ended March 31

(In thousands of dollars)

Financial information	2016–17 Forecast results	2017–18 Planned results	Difference (2017–18 Planned results minus 2016–17 Forecast results)
Total expenses	876,524	808,983	(67,541)
Total revenues	52,525	52,687	162
Net cost of operations before government funding and transfers	823,999	756,296	(67,703)

The forecast results for fiscal year 2016–17 and planned results for fiscal year 2017–18 slightly differ. The difference noted in the expenses is mainly explained by the differences in the statutory authority and Treasury Board Secretariat rates used for the employee benefit plan, the increase in allowance for expired collective agreements for fiscal year 2016–17, and the sunseting of programs in the Food Safety Program. The new capital spending authorities received through capital vote for the Federal Infrastructure Initiative (FII) and the Electronic Services Delivery Platform (ESDP) will increase the Agency's Capital Assets in the future and impact expenses when amortized. Note that the majority of the Agency's revenues are considered re-spendable via statutory authority. The Main Estimates figure for statutory revenues was therefore used as a base to estimate revenues earned for both 2016–17 and 2017–18.

Supplementary Information

Corporate information

Organizational Profile

Appropriate Minister: The Honourable Dr. Jane Philpott, PC, MP

Institutional Head: Paul Glover

Ministerial Portfolio: Health

Enabling Instruments:

CFIA Wide

- Canadian Food Inspection Agency Act^x
- Agriculture and Agri-Food Administrative Monetary Penalties Act^{xi}

Food Safety

- Food and Drugs Act^{xii} (as it relates to food)
- Safe Food for Canadians Act^{xiii} (SFCA) (Once brought into force, the SFCA will replace the following):
 - Canada Agricultural Products Act^{xiv}
 - Consumer Packaging and Labelling Act^{xv} (as it relates to food)
 - Fish Inspection Act^{xvi}
 - Meat Inspection Act^{xvii}

Plant and Animal Health

- Agricultural Growth Act^{xviii} (with the exception of subsection 53 (1). Please refer to the Feed section under Animal for further details)

Plant

- Fertilizers Act^{xix}
- Plant Breeders' Rights Act^{xx}
- Plant Protection Act^{xxi}
- Seeds Act^{xxii}

Animal Health

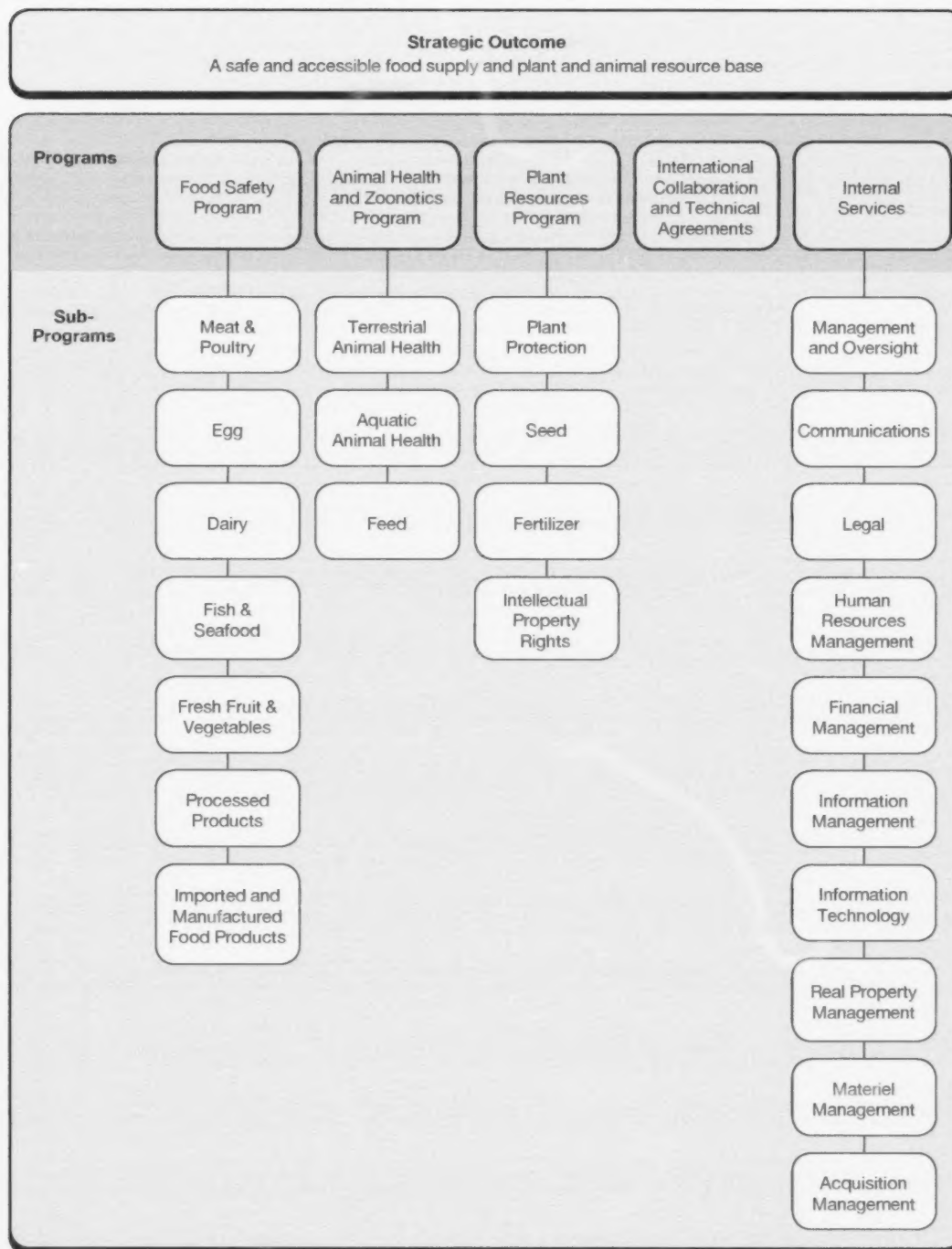
- Health of Animals Act^{xxiii}
- Feeds Act^{xxiv}

Year of Incorporation / Commencement: 1997

Reporting framework

The Canadian Food Inspection Agency's Strategic Outcome and Program Alignment Architecture (PAA) of record for 2017–18 are shown below:

Program Alignment Architecture



Supporting information on lower-level programs

Supporting information on lower-level programs is available on the Canadian Food Inspection Agency's websiteⁱ and in the TBS InfoBase^{vi}.

Supplementary information tables

The following supplementary information tables are available on the Canadian Food Inspection Agency's websiteⁱ.

- Details on transfer payment programs of \$5 million or more
- Disclosure of transfer payment programs under \$5 million
- Horizontal initiatives
- Status report on transformational and major Crown projects
- Upcoming evaluations over the next five fiscal years
- Upcoming internal audits for the coming fiscal year
- Up-front multi-year funding
- User fees and regulatory charges

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the Report of Federal Tax Expenditures^{xv}. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

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Telephone: 800-442-2342 / 613-773-2342

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<http://inspection.gc.ca/about-the-cfia/contact-us/eng/1299860523723/1299860643049>^{xxvi}

Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (Plan ministériel)

Provides information on the plans and expected performance of appropriated departments over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

A Departmental Result represents the change or changes that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

Consists of the department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (Rapport sur les résultats ministériels)

Provides information on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2017–18 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiatives (initiative horizontale)

A horizontal initiative is one in which two or more federal organizations, through an approved funding agreement, work toward achieving clearly defined shared outcomes, and which has been designated (e.g. by Cabinet, a central agency, etc.) as a horizontal initiative for managing and reporting purposes.

Management, Resources and Results Structure (Structure de la gestion, des ressources et des résultats)

A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

Performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

Performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

plans (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

Priorities (priorité)

Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program (programme)

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture (architecture d'alignement des programmes)

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

results (résultat)

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

Strategic Outcome (résultat stratégique)

A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i Canadian Food Inspection Agency, <http://www.inspection.gc.ca>
- ii 2013-14 CFIA Departmental Performance Report, <http://www.inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/2013-2014-dpr/eng/1409769354767/1409769355486>
- iii 2014-15 CFIA Departmental Performance Report, <http://www.inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/2014-2015-dpr/eng/1442253072937/1442253073921>
- iv 2015-16 CFIA Departmental Performance Report, <http://www.inspection.gc.ca/about-the-cfia/accountability/reports-to-parliament/2015-2016-dpr/eng/1472053055708/1472053099163?chap=7>
- v Figures exclude anticipated renewal of sunseting resources. Anticipated renewal of sunseting resources, can be found in the Departmental spending trend graph on page 53.
- vi TBS InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- vii Industry Canada Trade Data Online, <https://www.ic.gc.ca/eic/site/tldo-dcd.nsf/eng/home>
- viii Government of Canada, <http://www.canada.ca>
- ix 2017-18 Main Estimates, <http://www.tbs-sct.gc.ca/hgw-cgf/finances/pgs-pdg/gepme-pdgbpd/index-eng.asp>
- x Canadian Food Inspection Agency Act, <http://laws.justice.gc.ca/eng/acts/C-16.5/>
- xi Agriculture and Agri-Food Administrative Monetary Penalties Act, <http://laws-lois.justice.gc.ca/eng/acts/A-8.8/>
- xii Food and Drug Act, <http://laws.justice.gc.ca/eng/acts/F-27/>
- xiii Safe Food for Canadians Act, <http://laws.justice.gc.ca/eng/acts/S-1.1/>
- xiv Canada Agricultural Products Act, <http://laws.justice.gc.ca/eng/acts/C-0.4/>
- xv Consumer Packaging and Labelling Act, <http://laws.justice.gc.ca/eng/acts/C-38/>
- xvi Fish Inspection Act, <http://laws.justice.gc.ca/eng/acts/F-12/>
- xvii Meat Inspection Act, <http://laws.justice.gc.ca/eng/acts/M-3.2/>
- xviii Agriculture Growth Act, http://laws-lois.justice.gc.ca/eng/annualstatutes/2015_2/
- xix Fertilizers Act, <http://laws.justice.gc.ca/eng/acts/F-10/>
- xx Plant Breeders' Rights Act, <http://laws.justice.gc.ca/eng/acts/P-14.6/>
- xxi Plant Protection Act, <http://laws.justice.gc.ca/eng/acts/P-14.8/>
- xxii Seed Act, <http://laws.justice.gc.ca/eng/acts/S-8/>
- xxiii Health of Animals Act, <http://laws.justice.gc.ca/eng/acts/H-3.3/>
- xxiv Feeds Act, <http://laws-lois.justice.gc.ca/eng/acts/F-9/>
- xxv Report of Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>
- xxvi Canadian Food Inspection Agency, Contact Us, <http://inspection.gc.ca/about-the-cfia/contact-us/eng/1299860523723/1299860643049>

